BUSINESS PLAN

Executive Summary

On August 31, 1994, the Maricopa County Board of Supervisors approved a comprehensive Business Plan, which was developed to map a course for the fiscal recovery of the County. Its primary objectives were fiscal stability and deficit reduction. Due to the successful implementation of the 1994 Business Plan, Maricopa County achieved accelerated recovery from its fiscal crisis and has been able to concentrate on maintaining a stable cash flow while continuing to serve its taxpayer. With these years of fiscal stabilization behind us, Maricopa County must focus on the vision and strategies that will take it into the next century.

The changes reflected in this FY 2000-01 Business Plan show major changes in Maricopa County and its environment. It is with confidence in future leadership and the financial stability of Maricopa County that the "Strategies for Survival" in the Business Plan have evolved into "Strategies." We have gone beyond survival and are looking forward to a balanced future.

This plan consists of various sections as outlined below.

Business Plan Development

Maricopa County began the development of the FY 2000-01 Business Plan in June 2000. This section outlines the process used, including the outcome of the Board of Supervisor's latest strategic planning session, along with the revise mission and vision statements.

Business Plan Update

Various strategies that were discussed in last year's Business Plan are included. Each critical business objective is followed by accomplishments. These achievements have helped strengthened Maricopa County's future.

Organization Position

As Maricopa County moves forward into the next millennium, there are various risks and opportunities that will be encountered. Maricopa County's strengths, weaknesses and trends will continue to set the tone for advancement.

Financial Strategies

Maricopa County's fiscal position has continued to improve since 1994, but will continue to strive for improvement. Financial strategies, such as broadening management authority and accountability, as well as electronic commerce as a means for efficiency, are proposed for this coming year to ensure continued fiscal stability.

Performance Measurement Strategy

This strategy was identified as a financial strategy in the FY 1998-99 Business Plan. As the Office of Management and Budget redirects its focus in the budget analysis process, there is a greater need for measuring performance and identifying expected outcomes. Therefore, this performance measure strategy will play a key role in making the County more accountable to its citizens.

Information Technology Strategies

As technological advancements become available, Maricopa County will continue to utilize them in order to accomplish various goals, including lowering the cost of delivering governmental services while overcoming geographical boundaries, in the hope of improving public perception.

Justice and Law Enforcement Strategies

Justice and law enforcement continues to be a substantial portion of the financial and topical focus of Maricopa County, with the major emphasis on addressing jail overcrowding. Voters of Maricopa County overwhelmingly approved two propositions in November 1998 to fund improvements in our adult and juvenile detention programs. These strategies, along with many others in the justice and law enforcement arena, are outlined in this section.

Capital Improvement Project Strategies

Maricopa County has begun a major campaign of constructing new facilities. This section outlines the strategies in developing these various projects.

Community Service Strategies

The Community Service Agency oversees many community programs for the County. The Planning and Development Department's "One-Stop Shop" program, which incorporates many County partners, is high-lighted as a major strategy for this agency.

Community Health Strategies

In the face of rapid population growth of nearly 3% annually, the struggle to preserve, promote and protect the health of individuals and communities in the County and lower the risk of illness, injury, disability and premature death is daunting. This strategy outlines some of the major goals to be accomplished.

Maricopa Integrated Health System Strategies

The Maricopa Integrated Health System continues to demonstrate growth and financial viability. Many of their goals, and enhancement developments are outlined.

Employee and Human Resource Strategies

Maricopa County's employee and human resource strategies focus on three key tasks: recruitment, retention, and employee development. This section will lay out the objectives and goals for accomplishing these tasks.

Legislative Strategies

Arizona's counties are political subdivisions of the state and are extremely dependent upon state actions, unlike cities, which have charter government. Therefore, the County must rely on the Arizona State legislature for assistance with numerous issues. Legislative strategies for FY 2000-01 include the areas of tobacco litigation, as well as, environmental and health care issues.

With the completion of this FY 2000-01 Business Plan, we are proud of our accomplishments as a county. We will continue to meet our objectives and look forward to a future of continuing dialogue with the citizens of Maricopa County.

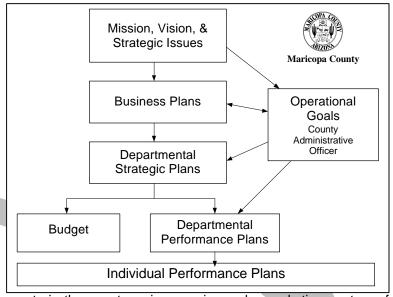
Business Plan Development

The Process

Maricopa County government began the development of the FY 2000-01 Business Plan in June 2000. The strategies identified in August 1994 and in subsequent years have established fiscal stability for Maricopa County. Through the successful implementation of those strategies, fiscal stabilization and deficit reduction are now behind us.

As we look ahead to 2000 and beyond, it is still critical that we aggressively plan and forecast our future without forgetting the 1993-94 fiscal crisis. The Maricopa County Board of Supervisors (BOS) convened a strategic

planning session in December 1998 in order to provide direction to executive management as they begin the annual departmental planning and budgeting process. The following list of objectives were generated for further review and discussion: potential for a tax decrease; County being fiscally responsible: creative management of growth and mandates while reducing governments intrusiveness into citizens lives and pocketbooks; being flexible as standards and citizen needs change; make systemic changes so that problems and service demands do not reoccur; look at root causes related to service loads (prevention programs); look at service niches that are progressive and communicate to citizens; get input from citizen committees; collaborative and creative; include diverse populations and ideas in decision-making; do not incur



additional debt (pay as you go); best, well-run county in the country – improve image by marketing centers of excellence; preservation of open spaces and creative use of current resources; air quality / environmental safety; law enforcement and public safety; collaborate with cities as they increase public safety taxes so that Maricopa County could benefit as we provide services at the back end; continue to reassess mix of services that are non-mandated; and attract, recognize and retain an educated workforce.

The following items were presented as short-term strategies for the County's management team:

- Open Spaces -- Look for opportunities for partnerships and funding.
- Transportation Expectation that Maricopa County will facilitate infrastructure development in order to expedite issues in order to improve air quality.
- Tobacco Settlement -- Maricopa County needs to have a plan and communicate that plan when influencing the State.
- Performance-Based Budgeting / Budget process Ask departments to reprioritize their programs for longterm results. Plan and program strategically today to save money in the future. Develop budget issues if funding is necessary for long term cost savings.
- BOS Strategy sessions Schedule quarterly or semi annually

The Board also recommended that the following strategies be added to the list of strategic objectives as continuing strategies:

- Board looks to management for ideas related to mandate reduction and opportunities for change. Executive team should consider how much authority has been given up in the past and make recommendations for future.
- Develop strategy to take to our Congressional delegation so that we can get their support without always having our "hands-out".

A new mission and vision were also developed, and later approved by the Board of Supervisors on February 1, 1999.

Mission

The mission of Maricopa County is to provide regional public services seeking excellence in the most fiscally responsible manner.

Vision

Citizens serving citizens by working collaboratively, efficiently and innovatively. We will be responsive to our customers while being fiscally prudent.

Strategic Issues 1995-2001

- Justice and Law Enforcement Issues.
- Develop County's role in transportation planning.
- Evaluate and develop long-term strategies for special districts and special revenue funds, i.e. Flood Control, Stadium and Library Districts and Housing.
- Monitoring of indigent health issues.
- Become involved in or initiate regional dialogue on current and emerging social service issues domestic violence, youth crimes.
- Develop strategies to recruit, develop and retain a quality workforce.
- Synchronize reengineering of work processes with application of technology.
- Investigate financing requirements through bonds.
- Continue emphasis on competitive analysis.
- Develop strategies and efforts in working with the State in distribution of funding.

Business Plan Update

The FY 1999-00 Business Plan included many strategies for continued improvement for the County. Listed below are the accomplishments that have been achieved over the past year for each strategy outlined.

Financial Strategies

- Broadening Management Authority and Accountability: Advertised and trained numerous departmental staff through one on one sessions, MCMI courses and quarterly training catalogue events on the availability of electronic financial reports, proper cash handling procedures and the County's overall financial position and operations.
- Financial Reporting and Analysis: Implemented new electronic formats (Excel) available through the existing intranet reporting software (Report.web) as well as expanded the use of this software to almost 250 users. Prepared and tested the financial system to report budget to actual information at any organization level a department chooses to establish budget dollars within. Implemented a reporting procedure via the email system to immediately alert and inform OMB, DOF and the effected departments of any unfavorable budget variances. This process also manages variance commentary directly from the departments as well as corrective action plans. Implemented cross-training initiatives for key financial reporting and analysis processes. Developed a SQL system server plan to better manage the County's financial transactions and records for reporting and analysis purposes.
- **Cash management:** Refined our methodology to calculate cashflow needs in order to maximize services and maintain fiscal health.
- Countywide Financial Procedures: Initiated a plan to more effectively manage the County's Chart of Account structure. This included efforts to streamline the reporting of Grants, Contracts, and Capital Projects and Managing for Results. Initiated space-planning procedures with other central service departments to develop a Master Space Plan to assist in the management of County growth. Participated in the formation of the Facilities Review Committee, which is responsible for examining all requests for the acquisition of real property and for additional or replacement space.
- **Control self-assessment:** Trained 36 departments on proper cash handling procedures. Courses were offered through the Quarterly Catalogue, individual department trainings, and the MCMI sessions.
- Electronic Commerce: Issued a Request for Proposal to select a consultant to analyze and propose solutions for vendor registration and file maintenance, issuance and routing of purchase orders, receipt and validation of electronic invoices, issuance of electronic payments, solicitation process, intergovernmental agreements, report generation and asset management.

Performance Measures Strategy

Maricopa County's Managing for Results initiative establishes a framework that integrates planning, budgeting, reporting, evaluating and decision making. Managing for Results means that the entire organization, its management system, its employees and the organizational culture are focused on achieving results for the customer. This initiative establishes the requirements and process to fulfill the County's Mission and Vision of accountability to its citizens.

Maricopa County's accomplishments in Managing for Results over this past year have been significant. A Managing for Results System has been created including a standardized strategic planning process and a detailed "how to" Resource Guide. Every department/agency has a trained strategic coordinator to support the development and maintenance of a strategic plan. The Board of Supervisors has adopted a Managing for Results policy establishing this initiative as a part of the budget process.

Information Technology Strategies

The Chief Information Officer has developed a strategic planning model that fits the County's decentralized information technology organization. The model supports the development and achievement of annual strategic goals with oversight and refinement activities to ensure the agency responds quickly and appropriately to legislative and political changes as well as advancements in technology that are crucial to achieving the three (3) major goals of technology investments and transforming Maricopa County into an electronic government.

Goal 1: Sustain And Enhance Core Business Systems

For Year 2000 Readiness

The Y2K rollover was virtually transparent. Developed and distributed the Final Y2K Program Report for management. Conducted the remaining oversight meetings and reported FY2000 remaining budgets to departments. Continued collaboration with the State, City of Phoenix and other organizations for the leap year rollover.

For Business Process Improvement

- E-Procurement The business case submitted to OMB was reviewed and the project approved for the upcoming fiscal year. Materials Management issued the Request for Proposal for E-Procurement Consulting Services in June, 2000, with award expected in August, 2000.
- Pharmacy Automation The Pharmacy Automation system has been successfully implemented and is being utilized in all the Correctional Health pharmacy locations.
- Extend Right-of-Way license terms to new carriers Documents are being finalized with US Sprint for the replacement of their current license with one similar to the license issued to MCI in 1998. A new five year license for Williams Communications was approved Transportation to enhance on-going Roadway Management project through GIS.
- Facilitate Integrated J&LE Governance Provided senior consultation and program management and oversight of JLE criminal justice integration activities. Launched the Integrated Criminal Justice Information System Program (ICJIS). Continued project management for video conference operations in JLE agencies (Justice Courts, Sheriff, Public and Legal Defender and Adult Probation, with partnership of County Telecom and Facilities Management). Coordinated video community discussion to include municipal court use of jail video

Goal 2: Build Infrastructure For On-Line Government

Improve Information Sharing And Access

- Add electronic commerce capability to County Intranet infrastructure Developed and deployed an Exchange-based Vendor Extranet to support the County IT Specialist contract. County IT Managers complete and issue RFQs (quotes) via a custom-written web page on the EBC.
- Complete County-wide migration to Exchange electronic mail All County agencies with the exception of the County Attorney have now agreed to migrate to Exchange. Current conversions in progress include the Juvenile Court, and the Public Defender. The Superior Court's migration is currently in progress.
- Increase transactional content of County website Developed an on-line parcel comparison application that allows citizens to obtain comparable sales price information for residential parcels. Maricopa County is the

- first in the nation to offer Internet access to this valuable public information. Developed and implemented a Residential Rental Property data collection form on the County website that allows the on-line entry and submission of rental information as dictated by state law.
- Increase Intranet integration with groupware and workflow A Web-based workflow engine that integrates with Exchange was selected and sufficient licenses purchased to begin workflow development and implementation. The third-generation version of the EBC was rolled out including an integrated interface to Outlook 98. An enhanced citizen feedback facility was deployed on the County Internet site that automatically emails citizen queries to the appropriate department based on keywords.
- Increase Intranet integration with legacy applications Host on Demand, a 3270 terminal emulation application written in JAVA to run within a web browser, was selected and licenses purchased to allow countywide deployment.

Build Integrated Technical Infrastructure

- Refine practices for data network security Telecom identified and removed over 900 modems. This project also saved the county roughly \$7k monthly in circuit costs (we were able to cancel the business lines the users had in place for their modems).
- Migrate departments to centralized remote access 933 users are registered to use this system, and 65 VPN (high speed access) users. We believe we have centralized as many departmental systems as possible (only a handful of modems exist in other departments for specialized applications).
- SmartZone Completed digital microwave infrastructure build out.
- Convert largest County facilities to higher-speed backbone the backbone upgrade at the Mesa and Durango complexes. Will complete the backbone upgrade at the Admin and Courts complexes by the end of June, 2000.
- Continue to convert outside agencies to Smartzone Discussions with the MRN are occurring weekly. A comprehensive draft of the IGA is under review. We believe they are likely to convert their 1300 users onto the Smartzone by Jan. 2001.
- Extend high-speed options for home ISP access Issued an RFP for high speed carrier services in March, 2000. Our goal is to establish contracts with all the major high speed carriers. Awarded POs to 4 carriers/companies who offer high speed bandwidth services.
- Research and begin development of desktop video Telecom and a local video vender are researching gateways, measurements and control tools and will test these in near future. The upgrades that are almost complete on the wide area network backbone include router software, which can monitor desktop video traffic. We piloted these video streams with a small group of users. Next quarter, we will evaluate bandwidth optimization software.
- Evaluate integration of central telephone switch with remote sites Telecom and Medical Eligibility (DOME) management agreed to use the MCK platform to cost effectively extend our SL100 phone switch to 13 DOME sites. We have converted all of these offices to the new platform. The MCK device allows us to provide 5 digit dial between these offices, and with the rest of the county. It also extends the county's voice mail system to these remote offices. Telecom is continuing to evaluate other vendors' products which offer similar functionality.
- Complete digital microwave network infrastructure The SmartZone digital network is fully operational. The Sheriff's department plans to migrate their sworn officers from their conventional analog radio system onto this new digital, trunked system (using new portable and mobile radios) by mid summer.
- Achieve 99.999% data network availability the new server platform for network trend analysis system has been installed and is operational. Preliminary reports have been produced and are being honed. We plan to publish reports on network availability by mid summer. These reports will help us analyze network segment performance.
- ShareNet completed upgrade of the County ShareNet metropolitan network.
- GIS Activities The new GIS Domain systems was delivered and has been online by May 2000. All county departments are invited to post their data in this repository for other county departments to use. The new "GIS Portal" is now operational and digital aerial photography of the entire county is loaded. Various departments are loading their publishable data into the new portal as well. The goal is reduce data duplication and redevelopment costs.

Goal 3: Improve Technology Business Practices

Improve Technology Business Practices

- The planned Technology Desk Reference was replaced with an Intranet website called Technology World.
- Two copyrights were awarded.

Establish Benchmark Program And Report On:

- Performance measurements were established, monitored and reported quarterly. Three types of metrics were established:
- Quality metrics continue improvement via customer satisfaction surveys.
- Efficiency metrics continue development using external benchmark comparison.
- Cost metrics continue development using external benchmark comparisons.

Justice and Law Enforcement

Maricopa County's criminal justice system integrates the functions and responsibilities of the following elected and appointed offices:

- Superior Court
- County Attorney
- Sheriff
- Clerk of Court
- Justice of the Peace Courts
- Indigent Representation (Public Defender, Legal Defender and Office of Court Appointed Counsel)
- Adult Probation
- Juvenile Probation and Detention
- Correctional Health Services
- Medical Examiner

The Justice and Law Enforcement arena is one of the largest segments of County operations. Not surprisingly, it is also the subject area with the greatest effort toward process enhancements. The overcrowded jail system indicates a criminal justice system straining to keep pace with the workload. Caseloads are substantial in not only in criminal matters, but also in juvenile, civil, domestic relations, and probate/mental health divisions.

Recent year strategies have focused on the jail overcrowding crisis. The Citizens Advisory Committee on Jail Planning recommended a series of system improvements to complement an addition of more than 3,000 adult jail beds and more than 300 juvenile detention beds. After acquiring legislative authority for a public vote on the matter, voters approved Propositions 400 and 401 in November 1998, instituting a one-fifth cent sales tax to fund these improvements (for nine years, or until \$900 million is raised).

Jail tax revenues may fund not only new adult and juvenile detention facilities and staff, but also specific projects that improve the criminal justice system and therefore lessen the number of beds needed. However, the present policy of the Board of Supervisors is to fund ongoing operational costs with general fund dollars, to not build an internal reliance upon a revenue stream that will sunset. Therefore, for the project status information below, the County investment noted consists of general fund contributions for most project that require continuing funding (such as staff) and jail tax contributions for most one time costs (such as capital).

The Board of Supervisors appointed a Citizens Jail Oversight Committee to help guide efforts of implementing the voter-approved initiatives. The Committee reviews plans to ensure they are in keeping with the Citizens Advisory Committee recommendations, or reviews proposed changes to the plan and verifies that they meet the intent of the propositions.

Implementation plans have been initiated for most of the initiatives, with substantial advancements completed during Fiscal Year 1999-00. In addition to these efforts, significant reengineering projects are underway within the criminal department of Superior Court. While a number of these projects are identified in the list of approved initiatives, the reengineering effort goes well beyond and addresses the goal of streamlining case process to a much greater degree.

The following provides a status report on each of the eleven strategies approved within Propositions 400 and 401, as well as the criminal case reengineering initiatives. Please note that this information encompasses both accomplishments as well as strategies for the future.

Expand Juvenile And Adult Jail Capacity And Provide Related Facilities

Significant progress has been made on the capital program. Land has been acquired for all sites and design is underway on all Maricopa County adult and juvenile projects. The adult projects include the Lower Buckeye Jail, accommodating 1,808 beds, a central food factory, laundry, infirmary, and central plant; and the 4th Avenue Jail, a maximum security pretrial booking facility with capacity for 1,360 beds. The schematic design phase is completed for both projects. After a strenuous value engineering exercise, efforts have proceeded to the design development phase and are within the approved construction budget with all program requirements met.

The juvenile projects include providing 120 new beds at the Southeast facility, and 220 new beds, a 12-courtroom courthouse, and a 48-bed residential treatment center at Durango. Schematic design is completed for these projects, which are now in the value engineering phase to bring the design within budget before proceeding with design development

The Estrella Support Building, which will house medical, chapel, program, visitation, and dayroom space for tent city inmates, is under construction and scheduled for completion in September of this year, on schedule and within the approved budget. The downtown jail parking facility will be completed as a design/build project. Groundbreaking occurred on May 25, 2000, with completion scheduled for the spring, 2001.

Maintain And Operate Adult And Juvenile Jail Facilities

For the adult facilities, the Master Plan indicated that optimum usage of the current facilities required a staffing increase before any new beds are added. Increases in adult jail staff were funded in the past two fiscal years. In FY 1998-99, \$503,000 was allocated for 14 additional detention positions and \$166,486 for additional Sheriff's Office security and transport staff. In FY 1999-00, \$4,501,874 was provided for 132 new detention staff positions. For FY 2000-01, \$178,438 is included in the budget for five new security and transport positions and related costs. All total, 151 positions have been added for detention related staffing needs over the past three fiscal years. The Board of Supervisors has funded these positions through contributions from the general fund.

Planning continues with respect to the influx of staff and operating issues that will be needed once the new jail facilities are complete. Evaluation of staffing needs with respect to the design of the facilities and inmate population will be evaluated over the next couple of years in order to establish a responsible phasing-in plan for new staff.

There have also been other investments over the past three years that help improve staffing of both adult and juvenile facilities. This includes increased compensation for detention officers, in-jail breathing apparatus, linescan machines, security cameras, and inmate education all funded by the general fund. Additionally, one-time costs funded by the jail tax supported classroom space, a records management system, one-time costs for the Estrella Support facility, and Jail Crimes and Intelligence equipment.

Implement an Integrated Criminal Justice Information System

An integrated criminal justice information system will: cut down on the same case data being entered at multiple points in the system; provide an opportunity to have timely, consistent and more reliable data; electronically converge various types of information on defendants; allow staff to use their time more efficiently; and provide data more quickly for making sound jail population management decisions. An Executive Committee of the five departments has been created (Clerk of the Superior Court, Superior Court, Sheriff's Office, County Attorney, Indigent Representation), chaired by Michael Jeanes, Clerk of the Superior Court. Members have developed a governance agreement to guide activities over the coming years. A Business Team of agency management staff is in place, as are issue-specific working groups. A department was created and a director appointed.

With foundational efforts completed, the focus is now on projects such as message brokering between departments, reviving efforts to develop a single case numbering system, conducting a needs assessment, and developing a strategic plan. Expenses in FY 1999-00 are estimated at approximately \$225,000, with \$1.9 million allocated in the budget for FY 2000-01. This funding will support systems experts, additional consulting

assistance, and capital equipment. All of the costs for the Integrated Criminal Justice Information System, including staffing as well as one-time costs, are being supported by jail tax revenues.

<u>Develop Regional Centers for Courts Not-of-Record and/or Reduce Transports to Justice of the Peace Courts</u>

County staff developed scenarios for co-locating the 23 existing Justice Courts and up to 17 projected new Justice Courts by the year 2020. The County opened a new co-located Justice Court facility in Glendale that houses the Glendale and Northwest Courts. Construction is proceeding in the Downtown Justice Court facility to add the West Phoenix Court and upon completion, three courts will be located in this facility. In May 2000, the Board of Supervisors approved an agreement with the City of Mesa to build a four court downtown building. In the capital budget for FY 2000-01, there are funds allocated for the Tempe and Northwest co-location facilities. Also, to reduce the difficulty of working between multiple sites, video conferencing continues to be used, including an additional investment of \$150,000 in this fiscal year.

Implement Differentiated Case Management

The Master Plan was predicated upon the average length of stay in adult jail not exceeding 20.9 days, and a key determinant of that statistic is case processing time. While there are projects that employ differentiated case management (such as Early Disposition Court, see below), there are numerous other efforts underway that achieve the same goals. Superior Court has implemented substantial changes to case flow management, such as reassigning casework between commissioners and judges and co-locating downtown criminal divisions, in order to allow more time each day to process trials. Changes are in place for all downtown divisions, and are being implemented at Southeast. Other improvements include expanding the Initial Appearance Court proceedings to 24-hours, adding criminal court divisions, and altering the arrangement of division groupings.

Resource needs related to these initiatives total \$3.7 million and have been addressed by contributions from the general fund as well as State Supreme Court grant funds, e.g., Fill the Gap and Case Processing Assistance Fund (CPAF). Related funding support in the budget for FY 2000-01 includes \$1,024,183 for a new jury management information system (\$307,255 from the general fund and \$716,928 from jail tax funds), \$200,000 reserved for court reporters' compensation and \$100,000 reserved for court interpreters.

Consolidate Criminal Divisions To A Common Location

While the criminal divisions at the downtown facilities have been co-located in the upper floors of the Central Court Building, moving the Southeast criminal divisions to downtown has not been pursued. Other initiatives underway may help address challenges caused by dispersed facilities.

Expand Pretrial Release Supervision

The recommended improvements have been largely implemented and are significant contributors to reducing the pretrial population in jail. In FY 1998-99, Phase I efforts were funded, including 10 additional positions, space build-out, drug testing and treatment, 50 units of electronic monitoring, and the bail matrix reevaluation study (total investment of \$938,378). Subsequent improvements funded in FY 1999-00 included 4 additional staff and 50 additional units of electronic monitoring, totaling \$293,434.

In FY 1999-00, a study was conducted relating to Pretrial Service operations and an additional \$130,274 was added to the Pretrial Services budget (\$66,699 from the general fund for staffing 2 positions and \$63,575 from jail tax funding for one-time costs). In total, \$1,362,086 has been added to the Pretrial Services budget over the past two fiscal years with the operating costs being supported by general fund contributions.

Enhance Substance Abuse Evaluation and Programming

After considerable study among related departments, improvements in this area began in fiscal year 1999-2000. A Reach-Out program was instituted, where Adult Probation assesses sentenced individuals to differentiate the particular substance abuse treatment necessary for an individual. A total of \$202,875 was provided for that effort last year. Additionally, \$1 million has been set aside in the FY 2000-01 budget to fund some direct treatment activity, as well as a focused effort to identify and link with treatment those inmates who abuse substances and are seriously mentally ill.

Expand Drug Court

The Early Disposition Court was initiated in November of 1997 as a "one-stop-shop" for low level felony charges related to drug offenses, and has been expanded to include cases dealing with welfare fraud. This Court has been highly successful at expediting case processing and is being expanded to the Southeast complex. Space build-out needs required for this expansion were funded during FY 1998-99 and 1999-00. In the budget for FY 2000-01, staffing and related costs for implementing an Early Disposition Court at Southeast are funded by state grant allocations for the County Attorney, Indigent Representation, Superior Court, and Adult Probation.

Expand Community Based Programs For Juveniles

After investigating current efforts and successful models for crime prevention, \$250,000 has been allocated in each fiscal year to support preventing juvenile delinquency, which has resulted in a reduction in referrals from the targeted areas. During FY 1999-00 and for 2000-01, additional investments have been made available specifically for truancy prevention. Electronic monitoring has been employed and proved effective (\$150,309 in FY1999-00) with drug diversion activities also initiated (\$66,620) and augmented by department dollars (for testing, parenting classes, cognitive education). The Court has also increased the number of participants in juvenile drug court with assistance of grant dollars. In addition, a grant has been awarded from the Parents Commission to expand an early intervention program with juveniles and families in the schools. The budget for FY 2000-01 includes \$111,377 from the general fund, matched with fees, to initiate a family mediation and crisis intervention program that was noted in the Master Plan as an appropriate alternative to detention.

Superior Court

As noted in previous sections, there are considerable efforts underway within the criminal department of Superior Court, to streamline case processing and expedite case disposition. The following summarizes accomplishments from the past year on 21 major initiatives.

- Quad A pilot Morning Calendar re-engineering and re-structuring project. Implementation, with minor changes, was completed department-wide as of 7/26/99 in all downtown quads. Southeast facility implementation was accomplished as of the May 2000 judicial rotation.
- Since July's department-wide implementation of the Quad A pilot and other changes, morning calendars have been ending much earlier. Trials are starting in all downtown criminal divisions by 10:30 a.m. each day.

 Restructure has resulted in at least six additional hours per week available for trial in each criminal division.
- Restructure and co-location of Quads was completed with the May 1999 rotation. All downtown quads are now situated on the top five floors of the Central Court Building. This reduces waiting time for lawyers, judges and staff.
- Oversight of Case Transfer is ongoing. Far fewer cases are now going to Case Transfer; the monthly average is 25 compared to 75 prior to restructuring. More importantly, cases no longer languish in Case Transfer awaiting trial which, often times, occurred months later.
- Aggressive backlog reduction efforts. Three Special Assignment/Criminal Department judges are devoted exclusively to this effort. Screening and case re-assignment originally focused on cases over 300 days old. On March 1, cases at 270 days were included and on April 16, 240-day cases were added. The plan is to continue re-allocating older cases to these three divisions from Criminal Department judges, specifically targeting those cases in excess of 150 days in age.
- Quad Coordinator positions. Five positions have been filled as of February 2000. Training in Criminal Department procedures is on-going. All criminal case transfers are now handled through the Quad coordinators.
- Support plea cut-off dates to coincide with earlier initial pretrial conferences. This work is ongoing. The plea cut-off is at the time of initial pretrial conference setting, currently 56 days after a not guilty arraignment for most types of criminal cases.
- Expand Early Disposition Court (EDC). EDC has been expanded to the Southeast facility as of April 2000.
- Utilize settlement conferences. Fifteen Superior Court judges currently preside over settlement conferences, involving approximately 175 cases per month. Success rates in these conferences average about 65-75%.
- Pre-select juries for short Case Transfer trials and evaluate process. This initiative is not yet implemented. All or substantially all cases are being placed with trial judges. "Unplaced cases" now result mostly from pleas in other cases, allowing the original judges to try them.

- Eliminate not guilty arraignments. Idea is still under consideration.
- Improve presentence report process. Implementation of an automation solution is targeted by end of calendar year 2000, using MEEDS software to enable transmission of notice to Adult Probation from the courtroom.
- Bindover efficiency program. Discussions continue with lower courts to resolve issues.
- Expedite mental health screens. Fast track and expedited processes are in place. Forensic Services Unit is currently undergoing an operational review.
- Y2K LEJIS to CMS conversion. This conversion is complete. Follow-up is scheduled for expansion of statistical reporting requirements, with initial plans to expand system case and defendant tracking capabilities.
- Increase/improve statistical and analytical reporting. There is improvement in and expansion of the type and frequency of data produced, including improved case tracking and active pending criminal case inventories, and calendar case aging. Some CMS report data is now electronically transferred to court personnel, allowing for more detailed analysis of criminal case information.
- Implement "conflict free" attorney scheduling. Software programming and process modifications are underway to improve data transmission into schedules.
- Develop/refine aged case reports. These reports now exist, resulting in improved case tracking of active pending case inventories. Criminal case age reports are produced monthly listing active pending cases by division and by Quad. Reports are also distributed to individual divisions on a monthly basis.
- Develop Integrated Criminal Justice Information System (ICJIS). This is a county-wide effort which began in February 1999 (see detailed update under Proposition 400 section, above). A governance structure is complete, an information technology director is in place, and a business integration team has been formed and meets regularly. Project managers have yet to be chosen.
- Implement/expand video projects. This will be coordinated with development of the new jail facility.
- Implement electronic monitoring. The first 50 units were purchased in 1999 and another 50 units budgeted for 2000. The program is in its early stages, and program use by criminal bench judges has been modest.
- Review/reevaluate bail matrix. A new matrix has been designed. Implementation will follow a review by criminal justice partners.
- Revised Motion to Continue process. Effective July 2000, all motions filed on downtown criminal cases for trial continuances of more than five working days, and/or those that have already been granted a first continuance, will be assigned to a continuance panel of judges for a ruling. If an oral argument is requested, the attorneys must be prepared to present the argument as soon as the following afternoon from when the motion is filed. It is hoped the implementation of this revised continuance process will eliminate, or at least reduce, time lags in criminal case processing.

Capital Improvement Projects Strategies

Criminal Justice

Projected expenditures for FY 1999-2000 were \$33,000,000, or 59% Criminal Justice Facilities capital budget. Project status at the end of FY 1999-2000 was as follows:

Lower Buckeye Jail: Design

Fourth Avenue Jail: Design

Jackson Street Parking Structure: Construction

Juvenile Facilities: Design

General Government Facilities

The capital project plan spans several years. Each project undergoes the following phases: Justification; Conceptual; Design; Construction; and Occupancy. At the end of FY 1999-00, General Fund projects were primarily in the justification or conceptual phase with the design phase beginning on the Medical Examiner Facility/Administrative Parking Garage, and the Jackson Street Parking Garage/Clerk of the Court Service Center.

Compared to actual expenditures, last year's capital budget was ambitious. Of the \$27,989,000 budgeted for General Government projects in FY 1999-2000, \$6,455,000 was anticipated to be spent by the start of FY 2000-01. Complications associated with land acquisition, unforeseen requirements concerning public notification and

participation, and changes in strategies contributed to the delays. For instance, the original downtown records storage was going to be accomplished through the purchase of a warehouse. The transaction did not take place and the project became a part of the Jackson Street Parking Garage project. Another change was the Medical Examiner Facility formerly slated to be part of the Jackson Street Parking Garage had to be relocated to the new Administration Building Parking structure.

Maricopa Integrated Health Systems

During FY 1999-2000, the concept for a Multi-Purpose building on the MMC campus underwent in-depth consideration and has changed from the original proposal. This concept for this project originally comprised both Public Health and MIHS projects. The Public Health portion is listed in the FY 2000-01 plan as the Public Health Facility. The MIHS portion of the project continued with completion of a master plan and the conceptual phase for two distinct projects, one for the Comprehensive Health Care Clinic and one for the Maricopa Medical Center. Indepth planning and design is now in progress for each of these.

Flood Control District

During fiscal year 1999 - 2000 the Flood Control District of Maricopa County continued to accomplish its mission of reducing the risks of flood loss; minimizing the impacts of floods on human safety, health, and welfare; and restoring and preserving the natural and beneficial values served by floodplains. As a result, the Flood Control District of Maricopa County expended \$\$61,408,000 on forty-six capital improvement projects.

As the fiscal year progressed, the Flood Control District worked on a total of forty-six capital improvement projects. Twenty-four projects were started in FY 1999 - 2000, five of which were completed within the fiscal year, and nineteen of which will be completed in subsequent fiscal years. Four capital improvement projects were finished that had been started in previous fiscal years, and work continued on eighteen capital improvement projects which were started in previous fiscal years, and will be finished in future ones.

In the area of being more cost effective and efficient, the Flood Control District has generated \$2,611,000 in additional revenues from land sales and leases, and saved about \$31,000,000 in construction costs by partnering and cost-sharing. Detailed design review, close coordination with project partners and in-house construction management limited the amount of changes orders on construction projects to \$679,355 or 0.99% of total construction costs. The Flood Control District also saved \$661,916 in labor costs by using inmate labor from the Arizona Department of Corrections.

In recognition of its excellence, the Flood Control District received several awards in fiscal year 1999 - 2000. The District, the City of Glendale, and the D. H. Blatner Construction Company won the National Association of Contractors' Marvin Black Award for Partnering for their collaborative efforts on the Skunk Creek Channel Improvements construction project; and the Chief Engineer and General Manager of the Flood Control District was awarded the Desert Peaks 2000 award for Regional Excellence by the Maricopa Association of Governments.

The Flood Control District developed a computer program using GIS and aerial photography which shows the floodplain status of a given property in Maricopa County. The program was successfully tested by over 500 people at the Phoenix Civic Center's Home and Builder's Show. It will be placed shortly on the Flood Control District's web site for public use.

The Flood Control District provides additional services to other County departments and the community by being an authorized test site for examinations administered by the National Institute for Certification in Engineering Technologies (NICET) and the National Contract Managers Association (NCMA).

Department of Transportation

In fiscal year 1999-2000, The Maricopa County Department of Transportation (MCDOT) in its role as a regional leader in transportation continued its long standing commitment to customer service in meeting the transportation needs of the citizens of Maricopa County. Total Transportation Improvement Program expenditures in FY 1999-2000 were \$59,369,471. For the year a total of 10 projects were completed and 14 more are under construction. During the year 15 projects were bid, 13 designs were completed, 12 new designs started, and 8 preliminary engineering studies completed. Included in the accomplishments:

- A new five lane bridge over the Salt River at 51st Avenue able to withstand flooding from a 100 year storm event.
- Three new safer intersections on 99th Avenue for residents of the Sun City area.
- Over \$1 Million in construction costs saved by forming a partnership with the Flood Control District and the City of Goodyear for a joint Estrella Parkway Bullard Wash project.
- 5 projects were accelerated in their schedule to take advantage of partnership and funding opportunities.
- Received over \$9.1 Million in additional funding for projects by actively seeking federal grants and forming local partnerships.
- Held 47 public meetings and events where 3,518 citizens were able to provide their input on projects being planned and under design as part of the Transportation Improvement Program.
- Continued the application of advanced technologies to enhance the transportation systems management capabilities of the region.

Community Services Strategies

Community Service Agency

Managed the Radical Change Committee and helped to implement a variety of its recommendations. Provided oversight to the Planning Department while Director was on leave and supported their relocation. Continued to develop synergy among the seven departments in the constellation resulting in better communication and cooperation on projects and issues.

Community Development

Community Development provided oversight to Community Development Block Grant (CDBG) activities within the Urban County. The United States Department of Housing and Urban Development (HUD) funds the CDBG. The incorporated and unincorporated communities of the Urban County are not eligible to receive CDBG funding except through the County. Community Development requires these communities to provide in-kind administration effort for the CDBG activities. For FY 1999 – 2000, Urban County CDBG expenditures were \$3,197,814.27

Community Development, designated as the lead agency for the Maricopa HOME Consortium, continued to provide leadership and administrative oversight for the HOME Consortium. The HOME Consortium is a voluntary association of governments for the purpose of being eligible to receive federal HOME funds from (HUD). The County's partners are the communities of Chandler, Gilbert, Glendale, Mesa, Peoria, Scottsdale, and Tempe. The Consortium receives approximately \$4 million of HUD HOME Program funding annually for the creation of affordable permanent housing for low to moderate-income residents. Without this partnership, the individual members of the Consortium are not eligible for HOME Program funding. Administrative tasks and costs are fairly divided among the communities and the lead agency as outlined in the individual Intergovernmental Agreements forming the Consortium. The County receives 4% of each community's grant for providing overall administration and oversight. For FY 1999 – 2000, HOME Program expenditures were \$3,746757.66.

Housing

In May 2000, the Housing Department received word from the State that it was successful in its competitive application for State tax-credit funding to build 120 apartment homes in Avondale, on County owned land. These are the replacement units for 79 public housing units that were demolished in May 1999 for the City of Avondale's Economic Development activities. In addition, our properties have undergone significant modernization activities and our prior year's grants were closed according to schedule. We are now ahead in our modernization grant's administration. HUD has not yet released Management scores for the prior year, however it is anticipated that last year's score of 84.75% will be topped. Electronic accuracy reporting rates to HUD increased by 8%, emotional commitment opportunities for staff increased by 3% and 14 million in funding was renewed for existing programs. Prior audit findings have been cleared and the department plans to receive an additional \$500,000 to fund resident involvement activities. Customer service surveys resulted in increased training for staff. Overall, the Housing Department achieved its goals as identified last year and has embarked on its strategic plan to increase the supply of affordable housing in the County.

Library District

The Library District was able to increase service to meet customer needs and was able to stay within the current tax rate. The new building for the Fountain Hills Library is under construction and the final IGA and lease will be presented for Board approval prior to the new building being opened in February/March of 2001. As a result of a change in management in the City of Surprise, the Northwest Regional Library was put on hold until a new City Manager was hired. The new City Manager began work and discussions have begun to review the concept of a NWRL to be located in a building to be constructed by the City of Surprise.

Parks & Recreation

Produced over 75% of operating budget from non-general fund revenues, while increasing programs, events and park attendance. Initiated Trails Commission and provide management to it. Also working with State Parks and the Town of Cave Creek, have managed the acquisition and potential management of the Spur Cross Ranch.

Planning & Development

The Planning and Development Department began implementation of their Business/Strategic Plan in FY 98-99. This Plan identified the following major areas: One Stop Shop Strategy, Organizational Structure, Strategic Planning, Financial, Employee and Human Resources, Technology, and Location. Many accomplishments were achieved in implementing all areas of the Business/Strategic Plan. It is important to note that these achievements were made in a year of unprecedented work volume for the department. During the past fiscal year nearly 14,000 permits were filed with this department, a 40% increase over anticipated levels. Despite the obvious impacts of this workload, the department achieved the following accomplishments outlined in the Plan:

One Stop Shop Strategy

This strategy emphasized addressing customer concerns related to obtaining permits at the county. Customer concerns that have been addressed over the past year include providing adequate free customer parking and reducing the amount of time customers spend waiting to receive service to 15 minutes (below the department's target of 30 minutes).

As the designated lead agency to implement the One Stop Shop Program (other participating departments include MCDOT, the Flood Control District, Environmental Services, and the Assessor's Office), the department assumed a number of responsibilities to ensure success of the program. Some of the most significant of these responsibilities have included implementation of a unified permit software system to be utilized by all One Stop Shop departments and providing the one point of customer service interface on a variety of development-related permits and applications.

Organizational Structure

The department's Business/Strategic Plan outlined a new organizational structure for the department. The focus of this organizational change was to assist in meeting demands of the new One Stop Shop Program. The areas of the department which relate to accepting applications, distributing applications, addressing, building and zoning plan review, and inspections have been restructured into 3 divisions – customer service, plan review and inspections. The Code Enforcement and Technology functions of the department now report to the Director, as does the newly-created Financial Services Division.

Strategic Planning

Several strategic planning issues were identified to streamline processes and improve service to the customer. Those strategic planning activities achieved during the fiscal year include developing a structure for a comprehensive development code which would include all county regulations that

might impact the development of a piece of property. The department also successfully prepared a new reengineered set of Addressing Regulations that were adopted by the Board of Supervisors.

Financial

At the cornerstone of the One Stop Shop concept was the idea that customer permitting and process fees should directly go to providing customer service. In order to accomplish this, the department was established as a Special Revenue Fund. A Financial Services Division has been created within the department to accommodate this change. The conversion from previous financial processes to new automated systems is well underway. All of the department's revenue collection has now been fully integrated into the new uniform permitting system.

Employee and Human Resources

Retaining qualified staff members has been a primary issue to the customers of the Planning and Development Department who have found that experienced staff members provide a higher level of customer service. Work has begun to develop new job descriptions and market comparisons have been conducted to create a market range plan. The development of a department training policy and training program is ongoing. All of these efforts are in place to address retention and training issues within the department.

Technology

Although not specifically addressed by the Business/Strategic Plan, new advances in technology have made the One Stop Shop concept a reality. In addition to the implementation of a uniform permitting system, developmental work on field computers and interactive voice response systems are also on-going. Permitting system training manuals have been developed, generated and will be updated as required

Location

During FY 98-99 the Planning and Development Department completed the monumental task of re-location from 14,000 square feet of space at the downtown County Administration Building to 30,000 square feet at 411 North Central. This move was completed with no interruption of service. Efforts to locate additional satellite offices to better serve the departments' customers are anticipated to begin this fiscal year.

Public Fiduciary

The office productivity continued to improve in the last year:

- Revenue collection increased 15%.
- Timeliness in court filings was 97.55% with an error rate of less than 1%.
- Gainsharing Program has resulted in increased revenues of \$254,000 in the last two years.
- Overall customer satisfaction rating for the office exceeds 92%.

Stadium District

Through the Stadium District's industry awareness campaign, the Stadium District increased the number of non-baseball events and activities by 29% during fiscal year 2000. These events generated \$545,000 revenue for the District. The District has continued to reduce operating costs, as well as, enter into revenue generating contracts. One example is the Chilled Water Service Agreement between AZPB FM Limited Partnership and Northwind Phoenix, LLC, allowing them the right to utilize excess chilling capacity for commercial and government buildings in downtown Phoenix. This contract will increase revenue to the District by \$50,000 per year, beginning in fiscal year 2002.

Community Health Strategies

Health and Human Services Constellation

- Environmental Health and Public Health have strengthened their relationship surrounding Food Borne issues and air pollution.
- Correctional Health Services, Environmental Services, and Public Health have worked closely during the past year with the Sheriff's office to improve the physical environment in the jail, and assure that food outbreaks of the type that occurred in September 1999 do not recur. The constellation partners are also addressing the problems found during this past NCCHC accreditation review to make sure that they are resolved.
- Working with Human Services, Bill Scalzo, and HUD, the Constellation has helped the County become an active participant in the MAG Continuum of Care Committee to assure that the needs of homeless in Maricopa County are served as well as possible. This process is beginning to bear fruit at the Federal, State, County, City and local service system level, hopefully resulting in a process in this region that will address the many causes of homelessness and find solutions to them so that the number of persons living on our streets will diminish over time, and the services available to them will increase.
- Constellation members is the continuing support of Animal Control by Public Health and Environmental Services to assure that the handling of pets and strays in this region are continually improving, and that the numbers of animals euthenized per capita continues to decline.

Animal Control

- Promoting dog licensing ACS contracted with over 90 veterinarians and several PETsMART stores to sell county dog licenses. These outlets are freely promoted by ACS through the County's unique program called PETS911 (www.1888pets911.org). Citizens enter their zip code at either the PETS911 phone matrix or at the mirrored website and they are directed to the closest location to their home to obtain a license.
- Conducting rabies vaccination clinics ACS conducted 2 rabies vaccination clinics in FY00. The clinics were held in combination with off-site adoption events. As Maricopa County becomes a more urban community, vaccination clinics draw fewer people than when we were a more rural community. To compensate for this societal change, ACS partners with over 90 veterinarians and several PETsMART stores to provide rabies vaccinations and dog licensing throughout Maricopa County seven days a week. These outlets can be found at the County's PETS911 website and mirrored phone matrix (www.1888pets911.org). ACS is investigating partnering with local veterinarians to provide more clinics in the outlying areas of the county in FY01.
- Investigating and processing all reported animal bites ACS redesigned the phone matrix and expanded the Call Center hours by 22% early in the fiscal year to centralize and enhance the Departments' ability to receive bite reports. Adding additional phone staff reduced abandoned calls by 40% with a commensurate decrease in waiting time to report the 6506 bites recorded in fiscal year 1999-00. Over 200 human exposures to wild animals (bats, coyotes, skunks, etc.) were investigated with ACS providing direction for rabies prophylaxis. ACS partnered with the Department of Public Health Services to standardize animal inflicted injury report forms achieving consistency with national standards.
- Enforcing animal control ordinances in Maricopa County and all contract cities and towns Thirty field officers provided animal control services to the entirety of Maricopa County with the exception of Fountain Hills and Mesa. Service is provided from 7:00 a.m. to 10:00 p.m. with emergency response from 10:00 p.m to 7:00 a.m. ACS officers issued 3,292 citations, 12,911 license violation warnings, ran 49,101 activities, and impounded 27,206 animals. They assisted local police with 2,345 calls. In addition, decades-old deficit-based IGAs were cancelled, and new IGAS put in place for FY01.

Correctional Health

- Accreditation, Licensing and Regulatory Status Maintained NCCHC accreditation status for CY1999; negotiated settlement agreement with U.S. Department of Justice and completed a medical settlement plan; maintained all health care service delivery sites licensed; participated in internal audit of department administrative procedures
- Patient and Employee Satisfaction Completed quarterly measures of inpatient psychiatric unit patient satisfaction levels in compliance with Arnold v. Sarn; bench-marked outpatient satisfaction levels; conducted employee satisfaction survey. Implemented bi-lingual pay policy, cleaned and repainted clinics, intensified nurse recruitment efforts to decrease overtime, increase use of accruals as recommended by Deloitte Touche study. Pay levels, increases remain primary employee issue.
- Health Care Service Delivery Reduced appointment wait times for dental services from four weeks to ten days; implemented Special Needs Treatment Planning for chronic conditions; developed chronic condition guidelines for providers; automated pharmacy services, enabling expanded keep-on-person program to reduce costs and improve medication administration; installed medical records file system to achieve more efficient filing and retrieval of inactive records required to assure continuity of care with persons re-entering jails; assisted MCSO to plan and design medical facilities in two new jails and a clinic for Tents inmates; Assisted MCSO with facility remodel projects to address ADA, patient care and confidentiality concerns, the expansion of infirmary isolation rooms will decrease hospitalization costs for contagious tuberculosis; new exam rooms in housing units will enhance patient access to care. Increased number of receiving screenings conducted by CHS staff from 0 to 50% plus at FYE.
- Management Tools and Resources Improved controls for payments to contract and temporary staff; linked unit managers on-line with medical supply purchases and budget expenditure status; coordinated installation of JMS linkage with MIHS 24-hour authorization team to improve collection rate from municipalities for outside services to inmates.
- Collaboration with Community Agencies Collaborated with Adult Probation for inmates' early release to Elsinore Transitional Living Center; initiated case management of HIV+ patients including discharge planning linkages with McDowell Clinic, community organizations and AHCCCS eligibility determination process for improved continuity of care. Strengthened linkages with County Counsel and Risk Management to reduce risk and liability; collaborated with Department of Finance and County Counsel to establish municipal responsibility for specialty medical care and to facilitate payments to MIHS. Maintained affiliations with

educational institutions (Phoenix College, Midwestern University) to obtain medical records interns, physician assistant rotations.

FY 99-00 Performance Measures (Actual)

Medical encounters	44,603
Nursing encounters	146,700
Psychiatric encounters	13,369
Counseling encounters	11,110
Dental encounters	10,208
X-ray	4,186
Prescriptions dispensed	179,164
Average daily census	6,660

Environmental Services

- Insuring that food in eating and drinking establishments are protected from contamination
- Enforcing general sanitation requirements at public establishments

Environmental Health personnel inspect food facilities and enforce general sanitation requirements in accordance with Maricopa County Environmental Health Code regulations to protect and improve the quality of life in Maricopa County. In fiscal year 2000, Environmental Services performed 39,909 food inspections and 364 foodborne illness investigations to ensure food safety. Additionally, 80,995 general sanitation inspections occurred. Environmental Health Specialists inspected 1,805 day care homes, 2,193 special event food booths, 727 trailer parks, 3,780 mobile food units, 267 pet shops and 18,617 swimming pools.

Working hand-in-hand with the State, cities, towns and industry in the Valley to reduce air pollution

Environmental Services, the Environmental Protection Agency, Maricopa County Association of Governments, and the Arizona Department of Environmental Quality have been setting the long-range direction for clean air in Maricopa County.

Environmental Services adopted 11 Air Quality Rules following 14 public comment sessions. Industry attended over 7 workshops pertaining to permit completion and regulatory issues. Additionally, the Department initiated 21 stakeholder meetings and 4 public hearings on revisions to the Air Pollution Control Regulations.

In a joint venture between industry, Environmental Services and the public 2,598 residential gas polluting lawnmowers, and 515 pieces of handheld equipment were turned in for electric non-polluting replacement. Additionally, commercial units (780 mowers and 563 handheld pieces) were exchanged in a similar program. Another endeavor between industry, government and the public, the Voluntary Vehicle Repair and Retrofit Program, repaired 1,112 vehicles and retrofitted 22.

Environmental Services Small Business Assistance Website was readily accessed by the public. Over 117,042 internet pages totaling more than 646,342 hits of current air quality information was processed.

Insuring that water supplies throughout the County are safe to drink

Environmental Services performed 106 drinking water system inspections, 48 drinking water operational plan reviews and approved 608 wells to insure potable water supplies are safe for consumption.

The Department continues to implement drinking water regulations that are approved and adopted by the Maricopa County Board of Supervisors. On February 16, 2000, the Board approved Chapter V Environmental Health Code revisions as a reflection to recent State Code changes.

Enforcing proper sewage disposal requirements

Environmental Services conducted 5,177 septic system inspections, 39 wastewater treatment plant reviews, 46 wastewater treatment operational/maintenance inspections, and inspected 215 non-hazardous liquid waste hauler inspections to enforce sewage disposal regulations.

Preventing vector borne diseases through insect and rodent eradication

Vector Control staff responded to 2,399 complaints of mosquito, fly, and non-native rat infestations in the 1999-2000 fiscal year. Additionally, 69,183 acres were treated for adult mosquitoes, and 22,575 known culex beading sites were inspected and/or treated.

Human Services

Help individuals, children, and families enhance their economic, social and physical well being by:

- Improving living conditions for low-income individuals and families through emergency rent/mortgage assistance, eviction prevention, weatherization programs, utility assistance and increased access to community resources.
- 6,872 households were served through our emergency homeless and prevention program, with \$1,487,070 paid to provide assistance with emergency rent and mortgage payments, as well as utility deposits.
- The number of low-income households provided weatherization and emergency utility repairs/replacements increased to 235, which is 107% of our annual objective. 5,569 households were provided essential life-saving utility assistance in FY00, representing 125% of our annual objective and an increase of 1,100 households over FY99.
- Increasing access to employment, medical and social services for low-income, elderly and disabled individuals.
- Our Special Transportation Program (STS) has assisted with 63,143 employment-related trips (252% of our annual objective).
- The number of non-employment trips, which includes medical, social and related trips for the elderly, totaled 101,549, a slight decrease from FY99.
- The number of home delivered meals to homebound individuals totaled 116,712.
- Providing employers with a qualified and professional workforce.
- Assisting job seekers with employment and career planning by providing resources, educational courses and the programs they require to obtain employment.
- With the assistance of the 480 employers participating in the Workforce Development programs, 5,849 individuals have utilized our Workforce Center services, which include employment and career planning, links to resources, and educational courses such as computer training and resume writing.
- 218 adult program participants (Job Training Partnership Act JTPA) were placed in jobs at an average wage of \$9.03 per hour (116% of the annual objective).
- 270 JTPA dislocated worker participants were placed in jobs at salaries averaging 96% of their pre-program wage.
- Providing comprehensive educational, health and social services to low-income children (ages 0-5) and their families.
- Over the last fiscal year, 2359 children were served by our Head Start program and 133 in Early Head Start.
- 202 of the Head Start children and 33 infant/toddlers in Early Head Start have a certified disability.
- Throughout the fiscal year, the Education Division developed 10 new collaborative partnerships with local, public and private entities.
- 95% of the families who sought services obtained assistance, which met our annual objective.
- Enhancing parenting skills and increasing parental involvement in childrens' educational, social and physical development.
- Our Education Division works diligently to include parents in all aspects of the program, from serving as members of the Head Start Policy Committee and Council, volunteering in the classrooms to parent workshops and encouraging parent participation through the one-on-one efforts of our Early Head Start program.

Medical Examiner

- PROGRESS ON NEW OME FACILITY: During FY 99-00 the Stichler Group was selected as the architectural firm to oversee the new Forensic Science Center project and the final site selection was made. A space plan and conceptual design were completed and final detailed plans for the new facility are being prepared. Completion of the new facility is targeted for the summer of FY 02.
- TEMPORARY OFFICE EXPANSION SITE: A three unit modular trailer was installed and occupied across the street from the main office to provide space for office staff and additional doctors' offices until the new facility if completed.
- HIRING OF NEW MEDICAL EXAMINERS: Four new forensic pathologists were hired in the last quarter of the fiscal year to replace two pathologists who resigned and fill two new positions. Once all the new doctors have

- begun working, the caseload per doctor will drop below the national maximum of 450 cases annually for the first time in the recent history of this office.
- WORKLOAD ANALYSIS FOR STRATEGIC PLANNING: A workload analysis was conducted and ten year workload and staffing projections were completed. The projections will be used to update the 3 Year Strategic Plan and establish priorities for future budget issues.
- COMPLETION OF Y2K TECHNOLOGY AND EQUIPMENT PROJECTS: Upgraded pentium personal computers were installed and Windows Office 97 software was installed. The DOS based case tracking software was upgraded to Windows based software, requiring over 30,000 records to be converted and all staff to be trained to use the new system. The toxicology laboratory introduced new technology with the replacement of an RIA Gamma counter with an ELISA plate reader.
- EQUIPMENT IMPROVEMENTS: We continue to be on target with our equipment replacement plan. An HPLC and SPE Robotic Sampler were purchased and installed in our toxicology laboratory. The HPLC will reduce the number of outside lab referrals and the SPE Robotic Sampler is expected to reduce the number of failed test samples. Purchase and delivery was completed for three new vans with a customized hydraulic system in the back. This doubled the storage capacity of each van from two to four per trip.
- CASE RECORDS IMPROVEMENTS: The case records stored on-site were centralized and secured in one records room and an inventory was completed. Twenty years of case records stored off site were recalled, consolidated, rearranged and inventoried before being returned to storage. This drastically reduced the number of boxes in storage and will allow older case records to be located much more quickly.

Public Health

- The total number of infectious disease investigations for FY 99/00 was 3,277. The Department plans to increase this number next year with new staff to control ever-increasing cases of infectious diseases.
- The Immunization Program saw 83,322 clients during the year. It also established a clinic dedicated to immunizing children aged five and under, and their siblings. This strategy should help reduce the number of school-aged children needing immunizations later in life.
- 833 homeless clients were enrolled in AHCCCS during the fiscal year. The program exceeded its goal by almost 5%. The program is currently working with the Department of Medical Eligibility to employ more eligible workers for the next fiscal year.
- The Emergency Management Task force has been meeting every month. Departments are now working on job descriptions for the positions that would be needed in an emergency response situation.
- Reimbursement to grocers for redeemed food drafts was \$37,220,330 this year.
- There were 513 bicycle helmets distributed and 937 car seats checked during the fiscal year.
- Tobacco use and cessation programs reached over 430,000 students.
- Approximately 70 Public Health employees moved into the Grunow Building in May 2000. The FRC approved building a new facility for public health and environmental services. Formal space programming for this facility is in progress.

Maricopa Integrated Health System Strategies

MIHS recognizes as one of its core beliefs that consistent and periodic strategic planning, if approached effectively and with precision, will promote a collective focus within the organization towards accomplishing identified critical business priorities. Fueled by the efforts of a multidisciplinary team of internal and external stakeholders, MIHS engages in an annual strategic planning process designed to establish a Strategic Management Plan for the upcoming fiscal year. MIHS Administration, playing a key role in formulating the Strategic Priorities for MIHS, is tasked with the important responsibility of ensuring that the key initiatives contained within the plan are accomplished. Maricopa Integrated Health System's FY00 Strategic Plan set ambitious goals to achieve new standards in key priority areas, including service line development and enhancement; quality; membership; patient service volumes and revenue; employee satisfaction; alignment with physicians; and customer service.

A closer look at key statistical outcomes indicators and the aforementioned Strategic Priorities reveals that FY00 was truly a banner year for Maricopa Integrated Health System. Statistical highlights of FY00 are impressive, as reflected in the sampling of indicators shared below.

- Net income approaching \$18 million for FY00; up \$3.5 million (24%) from net income of \$14.5 million posted in FY99
- A Maricopa Medical Center Average Daily (Inpatient) Census averaging 280 patients per day for FY00; up 3.7% from 270 patients per day in FY99
- Newborn births totaling 4,729 for FY00; up 747 births (18.8%) from 3,982 births in FY99
- Annual cumulative member months in MIHS' 5 major healthplan products (Maricopa Health Plan, Maricopa Long Term Care Plan, KidsCare, Maricopa Senior Select Plan and HealthSelect) of 529,962 for FY00; up 42,396 (8.7%) from 487,566 annual member months in FY99

Contributing to the impressive growth MIHS achieved during FY00 were the efforts of management, physicians and staff who stayed focused on the priorities that were identified within the FY00 Strategic Management Plan.

Service Line Development and Enhancement

Addressing key service line development and enhancement initiatives in the areas of geriatrics, women's and children's services, key medical and surgical support services and the attainment of Burn Center Verification by the American College of Surgeons provided MIHS the ability to improve the depth of services it provides the community and grow membership and patient services volume.

Quality

Strides in the area of Quality have resulted in improved efficiencies, outcomes and perceptions of MIHS. Management and staff are being equipped with the tools necessary to practice quality via the successful implementation of Continuous Quality Improvement training program administered by skilled MIHS Quality/Risk Management Department staff members.

Membership

Service, benefit design, premium cost, network expansion and enhanced marketing, outreach and enrollment initiatives positioned MIHS to attract and retain membership in its health plan products as evidenced in the significant growth realized in membership levels in MIHS Health Plans.

Employee Satisfaction

MIHS continues its evolution towards becoming the "workplace of choice" by offering competitive wages, training, benefits and career growth opportunities for staff. A formal Compensation Plan and the development of creative recruitment and retention strategies, including the use of Employee Satisfaction Survey instruments to provide feedback on the impressions employees have of MIHS, have positively positioned the System to compete for employee resources.

Alignment Of Physicians

The alignment of goals and enhanced working relationships between MIHS and MedPro on multiple levels signify that the relationship between MIHS and MedPro has never been stronger.

Customer Service

The implementation of a Customer Service training program for management and staff and the development and implementation of Patient Satisfaction Survey instruments to measure and monitor progress has the organization on course to be the "Provider of Choice" for the community.

The accomplishments made throughout the year related to the Strategic Priorities set forth in the FY00 Strategic Management Plan and overall results as a Health System signify the completion of a successful strategic planning cycle for MIHS.

Employee and Human Resource Strategies

1999-2000 - A Year In Review

As Maricopa County leaders prepared for the turn of the century, internal and external workforce issues continued to emerge. With low unemployment and the shortage of skilled workers, new and more assertive recruitment strategies have emerged. The strong economy has continued the compensation strategy begun in 1997-98. As market-based entry salaries and equity adjustments for continuing employees have been processed, many departments and the County overall have seen a decrease in turnover. Other components of total compensation -- employee health and dental benefits, incentives, spot awards, personal and sick leave and employee and development and education, continue to require creativity and organizational flexibility in order to compete for and retain employees.

Recruitment

Maricopa County's recruitment strategy remains grounded in the belief that an optimal recruitment finds the balance between a flexible, timely process and the need to ensure the recruitment process for classified employees is open and competitive. During FY 99/00, Human Resources staff continued to demonstrate their ongoing commitment to providing exceptional customer service as the number of requisitions and individual positions again rose to the highest number ever. The number of days it took to compile lists of eligible candidates ("certification lists") increased only minimally over the preceding year. However, the effects of the tight labor market reduced the number of positions filled as Maricopa County competed with other employers.

FY	# REQS	# POS	# DAYS to	# POS	# DAYS to
			1st CERT	FILLED	EFF DATE
99/00	3396	6358	10.23	2629	34.70
98/99	3154	5835	9.40	2649	33.81
97/98	2911	5144	8.66	2283	34.69
96/97	2712	4869.5	10.78	2387	40.63
95/96	1853	3304	16.34	2244	51.68
94/95	2074	3507	15.58	1512	54.72

Other business objectives reflected in the 99/00 Business Plan were successfully accomplished:

- An expanded resource directory of "non-traditional" staffing sources
- An expanded catalog of employment advertising options for departments
- Investigation, and implementation of, "on-the-spot" testing for support staff and Sheriff's Deputy applicants.

Total Compensation - Pay

Maricopa County's compensation plan is a unique hybrid of a private sector-like "broadband" plan and a more typical governmental classification strategy. The system is based on three fundamental concepts: (1) Department management should have a range of discretion to assign a position title and make compensation decisions for those positions, subject to established market ranges; (2) All increases in pay must be supported both by the department's current year and annualized budget; and (3) All pay increases must be justified by the individual's performance and represent a reasonable career progression through the market range for that job.

Based on current market data, the average salary is approximately 92% of the average market midpoint, indicating that we are approaching the results of our five year strategy of having an average salary within 5% of the average market midpoint. This is the ultimate indication of the effectiveness of the compensation budget issues of the past three years.

New market ranges continue to be established based on analysis of the competitive market as well as updates of ranges already established.

- The salary advancement process had been revised and streamlined.
- A two-tiered multi-lingual language differential was implemented during FY00 to recognize and compensate employees who are regularly required to use a second language during the course of the their jobs. A certification process was begun in June for the second level of the differential.
- Incentive Awards were presented to 3,602 employees at the end of the fiscal year, totaling \$3,162,094, and paid for through salary savings achieved during the year.

Total Compensation - Benefits

While salaries are improving, it has been critical to balance the funding of those with the need for remaining competitive in employee benefits. Surging health care insurance costs required health plan design changes in order to renew the CIGNA contract for 2001. The County rebalanced its contribution level and committed to paying 95% of premium for employees and 71% of premium for their families. Other supplemental benefits are being sought to allow employee flexibility in choosing their benefit package.

Employee Relations

Human Resources continues to consult with its customer departments and employees on matters relating to the Maricopa County Employee and Law Enforcement Officer's Merit Systems. The formal rules provide merit system covered employees a means to appeal a suspension, demotion, or dismissal. Employee Relations staff have continued to counsel and advise departments and employees on matters relating to these issues. In partnership with departments, Human Resources is committed to educate management and supervisors on the options they have in coaching in order to alter or correct employee behaviors to minimize the need for formal discipline. These proactive efforts have resulted in the number of appeals filed to remain constant in FY00.

Employee Development

Professional development of employees is an integral commitment to employees as expressed in the values of Maricopa County's Stewardship Statement. During FY2000, employee development opportunities have continued to include:

- 2,643 employees enrolled in 364 different courses offered through the Employee Course Catalog and Calendar.
- 238 supervisors, managers and directors participated in the Maricopa County Management Institute, a two level learning program.
- 475 employees enrolled in 1,157 accredited, job-related courses, totaling \$701,960 through use of the Tuition Reimbursement policy.
- On-site educational opportunities for employees in collaboration with local colleges and universities.

Efficiency Strategies

Crime Reduction

In order to reduce vandalism, property and auto thefts at county facilities, the Protective Services Division of Facilities Management has and will continue to expand its training in loss prevention and workplace violence to other county departments and departmental staff. Over the last fiscal year FMD trained 7 different departments and 1 outside organization on Work Place Violence & Loss Prevention. In addition to training other departments in this field, Facilities Management is improving its in-house officer training programs to include AZ POST courses offered by the Maricopa County Attorney's Office. In the past fiscal year FMD personnel attended 3 AZ POST classes with 17 officers being trained. In addition 33 officers attended Fire Arms Judgmental Training (FATS) offered by the Maricopa County Sheriff's Office. Training program enhancements also included developing inhouse certification programs for training. This provided the mechanism for 21 officers to be certified through the National Rifle Association Training Program and 16 officers to be certified through the State of Arizona Concealed Weapons Program.

In an effort to increase employee and visitor safety, incidents on County property are being tracked and trended. The information is being used for staffing adjustments and to provide a more aggressive patrol technique including reinstatement of the downtown bike patrols. This increased vigilance has aided in a 58% reduction in reported incidents in the downtown campus areas during FY1999-00.

Upgrading the CCTV systems for the downtown Administration Building and Jefferson Garage is currently underway and when completed will result in enhanced security for those who work at these locations. The department is also instituting more in-house handling of alarm monitoring services that were previously monitored by contract vendors. To date eleven separate off-site departmental alarm systems have been redirected to FMD's downtown digital alarm receiver, saving the taxpayers approximately \$7900.00/year in alarm monitoring fees. The objective of this program is to save taxpayers funds while having a more efficient response to burglar and panic alarms.

Aperture: Facilities Tracking Program

The Aperture program is being implemented to assist the Facilities Management Department in tracking all County facilities. The vision is to graphically record all buildings and the occupant load of that building on computer. This will allow the various division's of FMD to quickly locate plans of buildings, identify what department is currently assigned to that building, the quantity of offices and workstations, major mechanical and electrical equipment that serves the building and identify major maintenance or preventive maintenance items that need to be addressed. This will enhance FMD's ability to communicate critical facilities information to executive management quickly and clearly. The program will assist in the management of County assets by providing various management levels with dependable asset information. The Planning Division will use this program to maximize the use of space by analyzing a department's space occupancy and usage, and will be used in the development of FMD's portion of the County's Central Service Cost Allocation. In the future it is planned to put the program on the intranet to allow department heads to view their work areas to assist them in considering possible employee relocations within their own area when considering better department efficiency.

Accounts Payable/Procurement Improvements

In an effort to reduce the increased administrative work load associated with the county's commitment to eliminating deferred maintenance and the implementation of the County's Five Year Capital Improvement Plan FMD has sought ways to absorb the new administrative tasks with existing personnel. One method of reducing the paperwork, associated with procurement and payables, has been the implementation of the p-card program. During the last Fiscal Year Facilities Management has worked with Materials Management to train and certify over 50 trades and administrative staff members in CAPA rules. These staff members were then issued p-cards to transact small dollars purchases from contract and non-contract vendors. This program has grown from a low of 60 transactions per month to a new average of over 250 per month or 3,000 annually. In addition we have expanded the program to pay over 170 utility accounts each month. This implementation has been a success by eliminating hundreds of purchase order and payable documents, which translates into a more efficient processing of transactions.

Another major benefit to the program is that it has given field staff the proper training and authority to procure small dollar purchases when their job sites are not in close proximity to contract vendors. Prior to implementing this process field personnel were restricted to purchasing from contract vendors, which resulted in the loss of direct labor hours and an increase in non-productive travel time. Through regular monitoring, the program has proven to be a great benefit to the department, our customers and taxpayers by empowering individuals with a tool to complete jobs in a cost effective manner while lowering administrative costs to taxpayers.

Over the course of the next fiscal year FMD will look to new areas to expand the program in an effort to keep administrative processing costs down and provide more funding for direct services.

Preventive Maintenance

Over the course of the last fiscal year Facilities Management has worked to develop and implement a new preventive maintenance program. The objective of the program is to improve productivity by reducing equipment downtime, preserving County assets, and extending the useful service life of building systems. The organizational structure of the preventive maintenance program was established by integrating the philosophies of our benchmarking survey participants. This organizational structure includes preventive, proactive and predictive maintenance organization. The advance technologies that are being incorporated in the preventative maintenance program are the result of many hours of examination of information obtained through on-site visits and collaboration with public and private benchmarking participants, such as, Arizona Public Service Company, Arizona State University, Intel Corporation and Motorola. The necessary resources of equipment, personnel, and training have been obtained with the support of the Board of Supervisor's for the implementation of infrared

thermography technology. A comparative analysis of modern technologies and O&M maintenance needs demonstrated infrared testing to be most efficient process available. The existing software maintenance management system has been adapted to initiate the workflow process for preventive maintenance work orders.

Utility Consumption/ Electric Industry Deregulation

During fiscal year 1999-00 an energy-savings performance contract was approved and initiated. The energy service company that was selected will retrofit nearly 3 million square feet of County buildings with \$3 million in energy-saving retrofits, including new lighting and heating and cooling equipment.

Improvements will be completed during fiscal year 2000-01 and will decrease County energy and water costs by approximately 6.25% of the 1999 level, or \$500,000 annually. The cost of the program has been financed, and the debt service will be paid from the utility budget savings until the debt is retired in ten years.

An agreement with a private vendor to provide chilled water to the new County Downtown Jail and Administration buildings is near completion. Cooling water will be piped from a central plant at Bank One Ballpark to the new County facilities. It is estimated that the County will save \$800,000 in cooling costs annually for these two new facilities. Twenty-five percent, or \$200,000, of the savings will be in electrical cost savings. The remaining \$600,000 in savings will be in capital and operations & maintenance areas.

A utility bill monitoring database system was implemented in fiscal year 1999-00 and will continue to be improved during the next fiscal year to detect unusual consumption or billing errors in County utility accounts. It will also serve as the data warehouse to quickly and efficiently produce consumption and cost reports. The County Energy Engineer will continue to monitor new County construction designs for minimum energy and water efficiency standards, and will seek out further energy-efficiency retrofit options in existing County facilities.

The state of electric deregulation in Arizona will continue to be monitored for savings opportunities. At present there is little competition between energy providers, and therefore minimal opportunity for savings. This may change over time however, and the County will be prepared by gathering electrical load-shape data and by possessing a template RFP ready to be issued.

The County will continue to collaborate regarding energy efficiency issues with the U.S. Environmental Protection Agency through our partnership in the Energy Star Buildings program and with city governments in Maricopa County through participation in the Municipal Energy Alliance.

Legislative Strategies

Last year at this time, we reported that one of the most critical issues for Maricopa County, and for all of our state's counties, was the pursuit of an appropriate share of the over \$3 billion national tobacco litigation settlement money Arizona is in the process of receiving. After almost two years, this major public policy issue is still ongoing and remains in the forefront of supervisorial priorities. Counties have, since territorial days, borne most of the costs for indigent health care. Tobacco settlement monies are intended, in part, as reimbursement of historical costs expended to treat smoking-related illnesses over decades. Clearly, counties' damages were an integral part of the state's lawsuit against tobacco manufacturers and thus counties are entitled to a substantial portion of these monies. Counties continue to pursue a dual-track strategy of negotiating with state leadership for their proportionate shares while preserving all possible future legal options in this matter, as well.

With the exception of resolution of the tobacco issue, Maricopa County succeeded in gaining passage of every bill on the priority list of state legislative issues approved by the Board of Supervisors in December 1999. These included making important changes to the laws governing county expenditure limits; seeking further reforms to the present flawed system whereby private hospitals are reimbursed by counties for residual indigent medical care; receiving state money to continue the very successful voluntary vehicle retrofit and repair program; making needed changes relating to the issuance of air quality permits; making changes to the statutes governing county animal control and rabies vaccinations; gaining expanded authority with regard to counties' sale of items; and taking advantage of technological advancements through the use of digitized documents and storage. In addition, a number of extremely unfavorable legislative proposals which would have eliminated or reduced existing sources of revenue for counties, or eroded local power and control, were defeated.

In the Federal arena, Maricopa County, for the first time in the county's history, retained professional legislative representation in Washington, D.C., in order to pursue the county's legislative and strategic interests at the

federal level. As the nation's sixth largest county, it was more than time to take this major step in becoming more aggressive in identifying and pursuing grant and appropriation opportunities, and addressing federal issues with potential impact on local governments. This investment of dollars in a federal firm has already begun to pay dividends in terms of early and successful resolution of the issue of EPA sanctions of the Phoenix metropolitan area over air quality, and also in the area of obtaining federal appropriations and grant monies for Maricopa County departments. There are two significant federal appropriations requests pending, one for Safe Schools funding and another for the Maricopa Integrated Health System, to assist with a major and much-needed renovation project. The grant projects include the Bulletproof Vest Partnership, Justice Funding Equity, the State Alien Assistance Program, Local Law Enforcement Block Grant, and Juvenile Accountability Incentive Block Grant.

Organization Position

Risks and Opportunities

Again, Maricopa County was named the fastest growing county in the nation. The continued strength in the local and national economy has provided exceptional growth and has allowed us to keep pace with the enormous service demands that our high growth county requires. A major highlight of this year has been bond rating agency upgrades by Fitch IBCA, and Moody's Investor Service. With these upgrades we now have received the highest rating ever achieved by Maricopa County. These recent upgrades are testament to our continued financial health.

Risks

Population Growth

Again, Maricopa County's population has grown more than any other County in the nation in the past year. In the last decade the County's growth has been higher than national average. Currently, Maricopa County, Arizona is the 4th most populous county in the nation, with a population of 2,954,157 as of May 30, 2000. This represents a 2.5% increase over fiscal year 1999. This continues to place a strain on the area's infrastructure and the increased demands that will be placed upon providing public services.

Demand For More Services

As is discussed above, population growth, demographic shifts (including immigration factors), business and residential needs, and certain economic variables result in additional need for services provided by the County. The Maricopa County Board of Supervisors controls little of the revenue streams that fund service within the County. The only funding source that the governing board has limited control over is the property tax rate/levy. The Board of Supervisors' has set a policy direction to keep the overall property tax rate flat or lower than the current rate. This informal policy requires the government to prioritize and limit new funding and new services that the community sometimes expects.

Adult And Juvenile Detention Populations Growing

The average daily population for both the adult and juvenile population has been a concern. While the average daily population in the adult facilities has grown substantially over the past few years, growth actually declined over the past year. The average daily population for adult is estimated to be 6,552 in 2000 in a facility with a capacity of 5,300 beds. Growth in the adult jail is expected to decrease slightly (3%), but the facilities are 24% over capacity.

The juvenile detention facilities FY 1999-00 daily population of 395 is 9% higher than FY 1998-99 daily population of 363. The facilities' original design capacity for 277 juvenile detainees has been increased by 80 beds or 29%. Due to increased daily detention population, the facilities are now 11% over capacity. A new facility is planned, the Lower Buckeye Jail, which will include a 504-cell juvenile remand facility to handle over-capacity. Through additional capacity and re-structuring of operations, juvenile detention populations can be managed during FY 2000-01.

FY 1999-00	Detention Population w/out Additional 80 Beds	Detention Population with Additional 80 Beds
Cap	277	357
Actual	395	395
% Over(+) /		
Under (-)	43%	11%
Cap		

Escalating Health Care Costs

Maricopa County has two major functional responsibilities, Justice and Law Enforcement and Health Care. Therefore, the County must monitor all elements of the health care equation. Maricopa County is a health care provider through our Integrated Health System, which includes the Maricopa Medical Center (hospital). In addition, the Public Health Department provides immunizations and other preventive services. Maricopa County contributes tax dollars to the State of Arizona for Acute Care (AHCCCS), Long-Term Care (ALTCS) and the Seriously Mentally III.

We also provide the eligibility function for entrance into the AHCCCS program and are liable for residual (Pre-AHCCCS) costs with all County hospitals for emergent care. This occurs if the County is not able to enroll an eligibly indigent in AHCCCS within 48 hour of notification. In 1999-00, Maricopa County paid over \$9.85 million in outside hospital Pre-AHCCCS costs to non-county owned facilities, and another \$6.60 million to Maricopa Medical Center for these expenses. These costs are expected to continue to grow at a fast pace, outstripping revenue streams. In an effort to better control costs, the County plans to outsource the management of the department to a health care management company. The transition to a privatized management team is expected to occur in the second guarter of the fiscal year.

The County must be concerned about the impact of health care on its employees and their families. The benefit package offered by the County to its employees is continuously being monitored costs and being evaluated against other options. In 1997-98, Maricopa County reduced the number of choices from five insurance providers to two insurance providers to consolidate and lower costs for the taxpayer and employees. As we reach the end of our contract with our current health benefit providers, we will continue to look for cost effective solutions to this issue.

Environmental Issues

Maricopa County continues to experience air quality problems with three major air pollutants: Carbon Monoxide (CO), Particulates (PM10), and Ozone (O3). Improving and maintaining the quality of life in Maricopa County becomes more challenging as the population continues to increase. Poor air quality (e.g. excessive carbon monoxide, particulates and ozone) impacts sensitive populations. Those affected include children, the elderly, pregnant women, and those members of the general population with pulmonary and cardiovascular problems. The Federal Government currently designates Maricopa County as "Serious" due to the concentrations of the three major air pollutants measured in the air. On the positive side, the metropolitan area has not violated the federal standards for CO since January 1996 or O3 since July 1996. As a result, Maricopa County is assisting in the preparation of a 10-year Maintenance Plan and Request for Re-designation to attainment for each of these two pollutants in 2000 and 2001. However, the area continues to violate the PM10 standard and experienced the imposition of the first sanction for failing to meet Clean Air Act timelines. The first sanction consisted of "2 to 1" offsets applied to major new sources. Under this sanction, a proposed industrial facility must reduce two tons of particulate pollution elsewhere in our air shed for each ton of new particulate pollution it will release. Maricopa County worked with the Maricopa Association of Governments and the Arizona Department of Environmental Quality to revise the proposed particulate plan and resubmitted it in February 2000. EPA proposed approval of the revised plan and stayed the sanctions in April. Maricopa County will continue to address any future deficiencies EPA identifies as soon as possible in order to avoid the re-imposition of sanctions. A second federal sanction imposes the withholding of highway funds. This sanction is particularly onerous for a high growth area such as Maricopa County and to be avoided at all costs.

Possible drinking water contamination is a public concern. Retrofit of water systems previously serving as conveyances of potable water to systems conveying reclaimed water can lead to increased health risks where systems are not designed and functioning properly. Engineering plan review of proposed water and wastewater treatment facilities and systems and planned reuse systems coupled with on-going operational inspection of these

systems and diligent monitoring of water quality, in accordance with the Maricopa County Environmental Health Code, are proactive means of protecting the public health.

Improper design and operation of wetlands and habitat restoration projects can lead to increased risks of contracting an insect vectored disease such as one of the strains of Encephalitis. Additionally, areas where water accumulates can provide a breeding area environment for mosquitoes. In accordance with the Maricopa County Environmental Health Code, proactive steps to reduce health risks from vector-borne diseases include elimination of breeding areas, monitoring of potential breeding areas and application of proper insect controls when necessary.

Legislative Changes And Mandates

As an arm of state government, Maricopa County's services are primarily in support of mandates given to us by the State of Arizona and the Federal Government. Often times, these mandates come without the associated funding to perform the mandate. Because raising revenues is quite limited in non-chartered county, changes that affect the tax code, mostly property tax assessment values, have a significant impact on our fiscal health. Maricopa County is at risk for legislative and initiative changes. In the recent past, attempts to eliminate the vehicle license tax have been undertaken. Since the County General Fund receives over \$90 million in state-shared vehicle license tax, this would be a fiscal disaster. We will continue to monitor such activity.

Internet Sales

Increasing internet retail sales could affect the County's State-Shared Sales Tax growth. Internet retail sales are forecasted to reach \$249.6 million in calendar year 2000. This level of internet sales will result in the loss of tax collections that would otherwise have been captured if these purchases were made in Arizona stores. Statewide, nearly \$12.5 million in revenue will be lost, of which around \$1 million would have been distributed to Maricopa County. While the impact is relatively minor now, it could become more dramatic if internet sales continue to accelerate. There is no way to re-capture these lost revenues in the foreseeable future, since a moratorium on internet taxation has been imposed by Congress. Our economist will closely monitor this important trend.

Expenditure Limitation

In 1979 Arizona voters amended the Constitution by enacting an expenditure limit for local governments. It sets real limits on the expenditure growth for local jurisdictions (cities and counties). Local governments can only increase spending by the growth in population and inflation in a given year. It can be overridden with a vote of the people.

In recent years, Maricopa County has gotten very close to our expenditure limitation. Despite the facts that operating expenditures are growing at a rate lower than what is allowable. This is due to a number of factors. First, the County's policy of utilizing cash for capital improvements, whenever possible, to avoid debt and the interest cost incurred. Although this strategy makes sound business sense, the expenditure limit does not allow this expense to be excludable, even though debt on capital items and improvements are excludable.

Second, Maricopa County has had a strategy to utilize users fees whenever possible to avoid drawing on local tax sources to support growth. Unfortunately, user fees are not an excludable expenditure category. For example, the Maricopa Integrated Health System (MIHS) which operates our county hospital, clinics and health plans is working diligently to bring in paying clients. This is a logical and needed growth area for our health system, which will help support the indigent care being provided. However, these paying, none indigent customers and their associated costs also are subject to the expenditure limitation restrictions. This problem will pose a major risk to the County in future years.

Income Tax Elimination Initiative

The November General Election has an initiative on the ballot which would eliminate the statewide income tax. Although Maricopa County does not share in the revenue stream, if the State of Arizona faced elimination of this tax, other state-shared revenues that the County partakes in might be at risk.

Opportunities

Some of the same factors which pose risks also present opportunities, as listed below. The County has already acknowledged many of these and incorporated them into our business plan.

Various Revenue Enhancement Activities

Seeking to develop new revenue streams is a continuing focus for Maricopa County. Over the past couple of years we have seen significant progress in this area. Recently the Planning and Development department became a special revenue fund and eliminated all need for general fund dollars. This occurred as a result of a user fee study, which resulted in an increase in fees that was endorsed by their customers. Similar activities are occurring the Health System, the Stadium, Library and Flood Control Districts, and the Judicial Branch.

In Animal Control, partnerships with the cities and town within our borders are expected to create a new way of funding in the future. The old and antiquated fee structure will be replaced with a new and better-devised system that will ensure that cities pay for the services they wish to receive from this county department. If our collaboration efforts are successful, improved services and new Animal Control shelters and adoption centers will be the result in years to come.

Population Growth

This factor has been presented as both a risk and an opportunity. As discussed earlier, the risk associated with a growing population is directly related to the ability to meet the growing service needs of the community. Opportunities are clearly created when tax dollars generated from the increased population outweigh the expenses of providing additional services. Therefore, the age composition of future valley residents is very important. For example, although people between the age of 20 and 34 tend to spend more of their disposable income than any other age group, they tend to rent rather than buy their homes. On the other hand, people over 50 years of age tend to buy homes and other large items, also increasing revenues generated by sales tax and property tax. Currently, the largest proportion of the population is between the ages of 20 and 49. By 2005, the largest age category will be residents between the ages of 50 – 65. This opportunity may boost the housing industry in the future, and generate strong sales and property tax receipts.

Regional Cooperation

The problems of incorporated and unincorporated areas are not contained within boundaries or city limits. Issues such as transportation, open space, air and water quality, flood control, planning and community development, health care, technological infrastructure, economic development, emergency management, and even administrative service delivery all have significant regional implications for coordination and efficiencies. Fortunately, within the last ten years, the Phoenix metropolitan area has done a better job of elevating a number of concerns to the regional level for cooperative resolution.

One example of Maricopa County and other local municipalities working cooperatively is in Telecommunications. The County and the cities of Phoenix, Mesa and Scottsdale were concerned about how we were going to handle our growing requirement to support wireless radios for police, fire and sheriff communications, as well as non-public safety departments. Each of these municipalities had been assigned specific frequencies for their own radio users. The initial way in which these frequencies were assigned was not efficient. The county approached the cities with a plan to 'repack' /redistribute all of the frequencies belonging to the cities and county. Although it would require work and costs by many of the cities and the county, everyone agreed that it would be worth the effort. All parties will benefit because they will all eventually be able to handle more radio communications. We have begun the long process associated with this reallocation which will give each municipality a greater potential for keeping abreast of growth.

Open Space

The County has begun to take a great interest in the open space issues that face our community. On February 21, 2000 the Board of Supervisors announced the formation of the Maricopa County Trails Commission and the County's plan to form a regional trail system. It will connect the County park system with other valley recreation corridors and will help preserve open space in the region.

In addition, Maricopa County will partner with the State of Arizona and the City of Cave Creek to preserve Spur Cross Ranch. This riparian area is very unique for Maricopa County and will be a precious resource for future generations. The partnership is an important step forward to developing collaborative efforts that result in great benefits for the citizens.

Health Care District

The Maricopa County Health and Hospital Board and the Board of Supervisors are planning to discuss the creation of a Health Care District that would allow greater autonomy for Maricopa Integrated Health System. This governance change would require new legislation to be approved by the Arizona State Legislature. Although there are obstacles to overcome to achieve this result, the payoff would be great. First, the system would most

likely be exempt from the expenditure limit (discussed in the risks) thereby allowing them to grow their business like other health care providers. Second, partnerships that are so necessary in the health care industry could be pursued. Finally, new procurement and employment rules could be established to ensure that the disadvantages that currently exist would be replaced with comparable practices to other private systems.

Weaknesses, Strengths and Trends

Weaknesses

Revenue Base

Over the last ten years, tax code and statutory changes at the State level in property assessments have had an adverse affect on County revenue growth. In addition, legislation has been introduced to reduce the Auto License taxes. A diminishing of the revenue base may affect the County's ability to maintain a stable property tax rate or provide needed services in future years. The County will continue to lobby for revenue stabilization or neutral legislative actions involving our local state-shared revenues. The state income tax initiative, discussed above, could also have a devastating impact on our revenue base in the future.

Organizational Structure Of The County

The organizational structure of the County incorporates the competing interests of elected and Board-appointed officials, which does not always lend itself well to implementing and supporting cohesive strategies for financial control and service delivery. County Administration is implementing Managing for Results and Budgeting for Results. This initiative will ensure that taxpayers are receiving the services that are expected at the least possible cost. This initiative must progress in order to ensure that the County is providing quality public services at the lowest cost to the taxpayer. Thankfully, most elected and appointed officials have embraced this new paradigm and are participating in the program that the Board of Supervisors has endorsed.

Aging Facilities And Equipment

Although the County still has old facilities for many of our operations, the County is replacing and restoring facilities each year. In the 2000-01 budget, there is over \$297.6 million for the Capital Improvement Program and another \$24.3 million in major maintenance funding. This weakness is less of a concern with each year.

Strengths

Management Team

The Board of Supervisors has put great confidence in the County Administrative Officer and his success record, joining forces to change government and update policies and procedures. The County Administrative Officer has developed a very strong team of appointed executives for Maricopa County. This team of professionals has been innovative, entrepreneurial and open to different approaches and criticism. Most of our Elected Row Officers have been supportive as well, and have very professional, efficient and effective operations. This is a strength that cannot be understated.

Political Will

The Board of Supervisors has clearly expressed its commitment to finding rational and proactive ways to sort through difficult decisions. The Board of Supervisors has also resolved to keep the community at large informed and has sought external expert advice. The Citizens Jail Oversight Committee is an example of the Board's desire to keep the public at the forefront of policy issues. (This committee will oversee the disbursement of a temporary sales tax that will fund adult and juvenile detention facilities.) The Board of Supervisors has also endorsed our Managing for Results initiative and the expanded Internet solutions to governmental information and services.

Distinctions Earned In Service Delivery

Maricopa County continually tries to develop new and innovative ideas of service delivery for its citizens. This year we were recognized by many organizations for our efforts in the delivery of these services. Here are just a few distinctions that Maricopa County has received.

- The Assessor's Office received a NACo Achievement Award for an informative video that explained the "Notice of Value" that was sent to property owners. This video has broadcasted on a government cable channel and at our six customer service centers.
- The Victim Witness Division of the County Attorneys office has received appreciation from Mother's Against Drunk Drivers and Parents of Murdered Children for their outstanding community service.

The Arizona Supreme Court Chief Justice acknowledged the Early Disposition Court as being a court that has improved service to the community. The EDC provides parties in simple drug possession cases an opportunity to resolve cases more quickly than through the regular court process.

Strategic Plan

As part of our integrated Managing for Results initiative, strategic planning will become a countywide phenomenon. All departments will be required to develop strategic and business plans to meet their specific needs and to tie the planning process to budget decisions. In addition, the corporate-wide strategic plan will be updated to ensure alignment and to capitalize on our new business model of Planning for Results. The appointed executive team will develop this corporate plan and present it for ratification by the Board of Supervisors.

Managing for Results

Utilization of performance measurement and accountability is an ever-increasing public sector trend that is taking hold around the nation and the world. Federal, state and local governments are utilizing these techniques to ensure quality service delivery for the least cost. Here at Maricopa County, Managing for Results is becoming a reality and is a major initiative that is underway in all departments. By November of 2000, new strategic and business plans will be developed and approved. The 2001-02 budget will utilize performance measurement and results measures to allocate resources and to make decisions. A database of our performance measures is being developed and phase one will be available in November 2000. Our performance information will be posted to our website and highlighted for our citizens. This is expected to be one of our greatest strengths in the future.

Fiscal Year 2000-01 Budget

On June 22, 2000, the Board of Supervisors approved the 2000-01 budget. This sound financial plan highlights the successes that have been achieved in Maricopa County over the past five years. The budget topped \$2.0 billion for the first time, and has over \$297.6 million for Capital Improvement Projects (CIP). The operating increase was 3.4%, which is a very low growth rate for the fastest growing County in the nation. It confirms our belief that we are continuing to provide more efficient services to the clients we serve and the taxpayers.

In addition, Budgeting for Results began during 2000-01 budget cycle. Departments are becoming more aware of the outcomes produced by the resources that they receive. Budget decisions are now based on available data and performance measures on a more consistent basis.

Financial Strength

Maricopa County received two major upgrades from the rating agencies in 2000. Fitch IBCA and Moody's

One measure of financial performance is the credit rating analysis and reports that are issued to the general public and investors. In April, Fitch IBCA assigned an "AA" rating to Maricopa County's general obligation debt. Fitch noted that the rating was based on a record of strong economic growth and diversification, successful management reforms and the County's modest debt. This "AA" rating follows two successive upgrades from other agencies and is the highest the County has ever received. These upgrades will benefit the citizens of Maricopa County by reducing the cost of future borrowings through lower interest costs. County management is actively pursuing re-evaluation from the other two rating agencies.

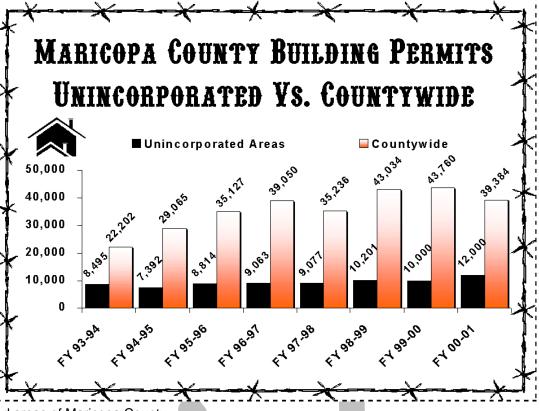
Trends

Economic Outlook

Maricopa County's economy is strong, and is expected to continue to grow and flourish in the next several years. Housing starts, unemployment figures, and revenue projections all appear to show continued growth. However, the growth is slowing toward an average growth level, and the boom that we have been experiencing for the last 4 – 5 years is moving toward an end. This trend should be monitored, as it will affect on our financial performance and ability to rebuild our ailing infrastructure.

Housing Starts

Single family housing starts in Maricopa County hit their highest level ever, at 43,034 in FY 1998-99, and are expected to top that at 43,760 in FY 1999-00, as shown on the chart at right. Although single family housing starts predicted to are remain strong in the unincorporated areas of the County, a slowing in the incorporated areas is forecast for FY 2000-01. Permits are estimated to decline by 10.0% to 39,384 in FY 2000-01. It is likely that we have seen the peak in the current



cycle for the incorporated areas of Maricopa County.

Unemployment Statistics

Maricopa County's unemployment rate has generally been consistently below the state and national average. As of March 2000, the unemployment rate for Maricopa County was 2.3% compared to 3.9% for Arizona and 4.1% nationally. This statistic makes Maricopa County a good place to live, and attracts more residents to the area. Employers have continued to move to our County, in part, due to the population growth, and cost of living. This trend is expected to continue.

Financial Strategies

As Maricopa County's financial condition continues to improve, the following strategies will help solidify the gains achieved over the past few years.

Broadening Management Authority and Accountability

Maricopa County will work to move financial management activities down to the lowest management level. The vast majority of participants in the Maricopa County Management Institute's Supervisors' School routinely indicate that budgeting is not only their least favorite task, but also their least important. This response is not surprising, because traditionally most County departments have centralized their financial administration through a single staff person or unit, all too often leaving line managers and supervisors disconnected from the process. Unfortunately, day-to-day operational decision-making can then exclude, or not fully consider, budgetary and financial impacts. Under these circumstances, the organization as a whole can develop unhealthy and distorted attitudes about spending and use of funds.

Financial authority and accountability needs to be broadened and pushed down to lower levels of management in order to continue improving the County's use of taxpayer resources to provide service. The first step will be to provide greater access to the County's budget, financial and human resource systems. Management and supervisory training, including the Supervisors' School, will also need to be augmented to provide more emphasis on day-to-day financial management and budgetary skills.

Financial Reporting and Analysis

The Department of Finance will continue to issue its monthly financial report to County Management, as well as provide any specific reporting and/or analysis upon request. For fiscal year 2000-01, we plan to re-design the County's monthly financial report to include expanded financial information.

In the past, the financial reporting system reported all activity at the organization level the transaction was recorded at, but only reported budgetary information at the highest roll up level of an organization. For fiscal year 2000-01, the financial reporting system has been prepared to load and report budget information at all levels. This will provide departments with more meaningful information to manage their budget performance. In fiscal year 1999-00, a procedure to centrally notify and coordinate unfavorable budget variances with OMB, Finance and the applicable department was implemented. This process has assisted the County in managing budget performance and will be enhanced in fiscal year 2000-01.

The use of the County's Intranet report distribution tool (Report.Web) has increased to over 250 users. At this time, virtually no hardcopy monthly reports are distributed to county departments as the reporting information is being managed electronically. We have expanded the Excel spreadsheet functionality of the software and this has provided departments greater ability to manage their financial reporting needs. We hope to further expand these capabilities by the review and possible implementation of "Advantage Info". Advantage Info is a report-writer tool that was designed specifically for our financial accounting system.

The County is currently conducting a comprehensive review of how it accounts for Grants, Contracts, and Capital Projects. In addition to these initiatives, we are reviewing the chart of accounts and developing the accounting structure to manage the County's performance measure initiative.

Capital Management

The County is embarking on a comprehensive capital improvement plan. The plan will be financed through selling debt at competitive rates and a structured repayment schedule that aligns with the County's current budget and forecasted resources. These projects will include among other things, a new administration building, a Public Health Facility, Clerk of the Court Service Center, Medical Examiner Facility, and several co-located Justice Courts.

Cash Management

The Department of Finance monitors the county's overall cash needs on a daily, monthly and on an annual basis. We forecast the County's cash flow as part of the overall budgeting process and determine if short-term borrowing is necessary. The County did not utilize any short-term borrowing in Fiscal Year 1999-00. We do not anticipate the need for short-term borrowing in Fiscal Year 2000-01. We will continue to maintain a line of credit with our servicing bank, but do not anticipate using it.

Month-End And Year-end Close

The Department of Finance closes each monthly accounting period on the third business day of the following month. Financial reports are available on the Electronic Business Center (EBC) on the next business day. The online availability of these reports will promote efficiency and better use of resources. The fiscal year is closed on the last day of July and the Comprehensive Annual Financial Report is issued by the end of October. Our goal is to provide timely financial information, while maintaining accuracy and completeness.

Countywide Financial Procedures

The Department of Finance has an internal financial procedure manual, which provides guidance to Department of Finance staff on the various financial activities, and transactions that occur during the course of the year. This procedure manual is an electronic document that allows all staff to have instant access to the most recent changes to procedures. There are also more specific financial manuals including a grant manual, a property tax manual, a debt manual, a fixed assets manual, a cost allocation manual, and an accounts payable manual. In addition to the continual refinement of these manuals, the Department of Finance developed training courses that are available to all County employees through the quarterly class catalogue.

Control Self-Assessment

The concept of Control Self Assessment (CSA) was successfully introduced to Maricopa County last year when the Department of Finance and Internal Audit partnered to develop the County's first CSA workshop. The seminar, "Control Self Assessment for Employees with Cash Handling Responsibilities", instructed employees in the basics of effective cash handling controls. In addition, County employees from 36 departments were given the opportunity to evaluate their cash handling procedures and, if necessary, make changes based on what they had learned. CSA is conducted within a structured environment and allows management and/or work teams directly responsible for a business function to:

- participate in the assessment of internal control in their department;
- understand and evaluate the risks inherent to their business processes:
- develop action plans to increase the likelihood of achieving the department's business goals.

CSA improves the business environment by developing an awareness of department objectives at all levels of the organization; and, by emphasizing the role of internal control in achieving goals. The CSA concept will be utilized this year in sessions designed to educate County employees on the requirements of effective contract management. Internal Audit and Materials Management are partnering to develop and conduct workshops that will allow County departments to review their system of administering and monitoring contracts, evaluate the effectiveness of their current methodology, and develop action plans to implement any enhancements deemed necessary.

Electronic Commerce

The Departments of Finance, Chief Information Officer and Materials Management are developing plans and budgets for implementation of an electronic commerce application. Maricopa County wants to take advantage of new opportunities offered by the Internet and the explosion in electronic commerce technologies. It would be designed to allow the County to automate many of the processes in its procurement function using the Internet. The selected application must interface with the current County central financial system and any future central financial system installed, and must be compatible with the County's purchasing card program. The strategy will provide general direction and resource requirements. The benefits of electronic commerce include:

- reduced transaction costs and delivery times;
- increased leverage with suppliers;
- more efficient management and control over operational resources;
- enables employees to be the best at serving their customers; and
- delivery of information and services to citizens and businesses at work, at home, and in the community.

Financial Forecast

Executive Summary

General Assumptions

This forecast provides a conservative estimate of the County's fiscal condition through the next ten years given realistic economic forecasts, current Board policies and existing laws. The forecast does not incorporate anticipated policy changes or spending priorities. The forecast is based on the following assumptions:

- The Maricopa Integrated Health System will continue to operate as a part of County government...
- The policy of avoiding use of the voter-approved jail excise tax for ongoing operating costs will continue.
- General Fund surpluses, if any will be reserved to repay debt used to complete the current capital improvement program (CIP) for general government facilities.

Overall Fiscal Position

The overall forecast is based on econometric forecasts of major revenues and demographic/economic cost drivers developed for Maricopa County by the consulting firm of Elliott D. Pollack and Company. In keeping with conservative planning practices, forecast information is provided to the County under both "most likely" and "pessimistic" scenarios; a "high" scenario is not considered. The key issues in the latest forecast update are the jail and juvenile detention program, the impact of escalating costs for indigent health care, and funding requirements for the CIP. A ten-year forecast horizon is used to assess the impact of the expiration of the jail tax, which is limited to nine years or \$900 million in total collections.

The Most Likely scenario continues to indicate that Maricopa County will be able to absorb the full cost of operating new jail and juvenile detention facilities in the General Fund, with an increasing net surplus. Annual revenue growth ranges from 5% to 9% during the next five years, while expenditures and fund transfers increase from 4% to 8% during the same period. In the Pessimistic scenario, General Fund revenue growth rates are lower while expenditures increase, leaving smaller surpluses. In this scenario the County would need to support new detention facility operating costs through FY 2007-08, whereupon full General Fund support becomes feasible. The designated reserve for cash flow in the General Fund would have to be partially applied to pay for the CIP debt, and short-term borrowing for cash flow purposes could become necessary.

Revenue

- The Board of Supervisors adopted a tax rate reduction of \$.0500 for FY 2000-01, and the forecast assumes continued reduction in the combined rates for the Primary, Debt Service, Flood Control District, and Library District levies. The primary rate is held at the FY 2000-01 level until FY 2004-05, when it is increased by an amount to offset the elimination of the Debt Service levy when all of the County's outstanding general obligation bonds are repaid. The Library District rate is held at the current rate of \$.0421 through the forecast, while the Flood Control District levy is held flat at \$45 million, thus causing the tax rate to decline. In the Most Likely scenario, the Primary rate reaches the constitutional maximum and decreases each year thereafter. In the Pessimistic scenario, the Primary rate is maintained at a level that would not impose a tax increase on existing property owners, as defined in the "Truth in Taxation" law.
- The forecast predicts a resumption of normal growth in primary net assessed value; assessed value growth due to market changes and new construction are projected to subside to lower levels. Estimated growth rates are conservative; market and growth estimates are based on local historical trends, and the impact of known legislative changes are also factored into the estimates. However, assessed value could very well experience lower or no growth if the State Legislature makes further changes in the property tax system. Utility deregulation could also have a significant negative impact on assessed values.
- Forecasts of other revenue sources are based on economic forecasts and historical trends. Sales tax revenue is forecasted to resume annual growth rates of around 5% through the end of the forecast period.
- The revenue forecast assumes no growth in the Disproportionate Share program in line with federal budget legislation that caps the program at FY 1997-98 levels.

Expenditures:

- Expenditure projections include relatively small increases in the cost of existing programs, plus estimated annual increases in staffing levels consistent with population growth.
- Projections include funding for pay increases at an overall rate that exceeds inflation through FY 2001-02, as the County brings targeted jobs to a market salary level. Increases are estimated consistent with the level of inflation thereafter.
- Major Maintenance was increased upon completion of new facilities planned in the Capital Improvement Program.
- County contributions to AHCCCS and ALTCS are projected to increase significantly in line with State forecasted growth.
- MIHS does not require a General Fund subsidy in the Most Likely scenario, but does require one in the Pessimistic scenario.

Revenue Assumption Detail:

Net Assessed Value

Net assessed value includes:

- locally assessed real property and improvements,
- secured and unsecured personal property, and
- centrally assessed real property and improvements

The assessed value of each of these elements changes from year to year due to market trends, legislative changes and addition of new taxable property. For this forecast each component of change was projected separately for each category of property. Market and growth estimates are based on historical trends; the impacts of legislative changes are also factored in where they are known. The forecasts should be considered conservative.

Penalties And Interest

The base forecast assumes that revenue from this source will remain at current levels relative to property tax collections.

Licenses And Permits

Overall, license and permit revenue is forecast to growth in line with economic factors. The two sources of General Fund license and permit revenue are liquor licenses and fiber optic permits.

Intergovernmental Revenue (Excluding Sales And VIt)

Intergovernmental revenues are projected to grow in line with population and personnel costs. The major sources of intergovernmental revenue are federal reimbursements for eligibility costs, election reimbursements, and Justice of the Peace salary reimbursements.

State Shared Sales Taxes

Based on econometric forecasts, growth in state shared sales tax revenues is expected to slow to lower levels of 4% to 5%, depending on the forecast scenario.

State Shared Vehicle License Taxes

Vehicle License Tax (VLT) revenue has grown rapidly over the past two years due to biennial registration and the booming economy. Revenue increases are forecasted to continue to fluctuate due to the new collection process. Because the existing stock of vehicles continually depreciates, growth in VLT is dependent on sales of new vehicles and importation of existing vehicles from out of state by new residents. In addition, movements to cut or eliminate VLT by the State Legislature could reduce the amount of revenue to Maricopa County.

Charges for Services

Major sources of charges for services are recording fees, court fees, law enforcement contract payments, and tax sale fees. Most charges for service are expected to increase in line with County population growth; the base forecast assumption is that fee rates do not increase.

Fines and Forfeits

General Fund fine and forfeit revenue is primarily from Justice Court traffic fines. Fines are forecasted to grow with population. The forecast assumes no change in fine rates.

Patient Revenue

Patient charges collected in the General Fund consist of partial reimbursements by County residual long-term care patients for their cost of care. These revenues have been projected to decline gradually in line with expenditures for residual long-term care, which are decreasing as the capped patient population decreases.

Miscellaneous Revenue

Forecasted increases in miscellaneous revenues are driven by interest income, which is forecast to increase with overall General Fund revenue levels.

Sale of Fixed Assets

No major property liquidations are anticipated for FY 1999-00. Minimal revenue is projected through the forecast period.

Operating Transfers-In

Operating transfers-in represent Disproportionate Share funds transferred from the Maricopa Health System to the General Fund. Disproportionate Share transfers are projected to remain flat because of federal budget legislation, which caps Disproportionate Share payments at current levels.

Uses Of Funds

Wages & Salaries

Projections include funding for pay increases at an overall rate that exceeds inflation through FY 2001-02, as the County brings targeted jobs to a market salary level. Increases are estimated consistent with the level of inflation thereafter. Staffing levels are forecasted to increase with the general population.

Employee Benefits

Forecasted benefit costs include the projected impact of significant health benefit premium increases that will begin in January 2001. Long-term growth rates for health coverage are projected at the rate of medical inflation.

Supplies And Services

Expenditures for supplies and services are projected to increase at the anticipated rates of inflation and staffing growth.

Capital Outlay

Capital outlay expenditures are projected to increase with inflation.

General Government

General Government is presented as a separate item because it is made up of many program elements that must be projected individually. These programs include the following:

- General Contingency the current budgeted level of \$12 million is increased each year in line with increases in the overall General Fund budget.
- Major Maintenance the base amount for Major Maintenance of County buildings is increased in FY 2004-05 to reflect the opening of planned new facilities.
- Vehicle Replacement replacement of vehicles operated by General Fund departments is fully funded in the forecast.

Election Costs

The incremental cost of administering primary and general elections in future fiscal years is cyclical in nature. Efficiencies, anticipated restructuring, and process improvements, particularly from the new voter tabulation system, will allow the County to contain election costs.

Health Care Mandates

Health care mandates include a variety of mandated and Board-sponsored health care related costs, , the Arnold v. Sarn court order requirements for treatment of the seriously mentally ill, an intergovernmental agreement for general mental health assistance, and the Long Term Care Residual program. For certain programs in Health

Care Mandates, no growth is projected, while costs for some programs are projected to increase based on population growth and inflation factors.

AHCCCS/ALTCS Contributions

The County's mandated contributions to the AHCCCS and ALTCS programs are forecasted to increase significantly in line with forecasts prepared by the State.

Pre-Ahcccs Medical Claims

Pre-AHCCCS medical claims are costs associated with health care delivered by both Maricopa Health System and private providers for the first 48 hours of care for individuals qualified for AHCCCS but prior to their enrollment in AHCCCS. Budgeted expenditures for FY 2000-01 were based on historical claims payment and lawsuit settlement trends. Claims payments are forecasted to increase with population and medical inflation.

		1			2		3		4		5
		FY 2000-01			FY 2001-02		FY 2002-03		FY 2003-04		FY 2004-05
Sources of Funds:											
Revenue											
Property Taxes	\$	225,396,514	Х	\$	244,507,175	\$	261,751,327	\$	271,995,987	\$	310,254,76
Payments in Lieu of Taxes/SRP		5,618,744	Х		5,618,744		5,618,744		5,764,832		6,263,23
Payments in Lieu of Taxes/Fed.		950,000	Χ		950,000		950,000		950,000		950,00
Tax Penalties & Interest		7,000,000	Х		7,600,000		8,100,000		8,400,000		9,600,00
Licenses and Permits		50,000	Х		226,000		232,000		238,000		243,00
Intergovernmental		5,212,370			4,760,682		5,518,222		5,012,273		5,836,53
State Shared Sales Taxes		331,911,205	Х		352,157,788		382,091,200		408,073,402		431,741,65
Vehicle License Tax		100,992,255	X		105,339,058		116,689,398		121,426,987		132,513,27
Charges for Services		18,538,592	Х		19,162,000		19,782,000		20,352,000		21,112,00
Fines & Forfeits		10,121,000	Х		10,404,000		10,685,000		10,973,000		11,258,00
Patient Charges		118,444	Х		74,435		72,946		71,487		70,05
Gain/Loss Fixed Asset		50,000	Х		50,000		50,000		50,000		50,00
Miscellaneous		12,837,785			10,710,000		11,480,000		12,020,000		12,980,00
Totals	\$	718,796,909		\$	761,559,882	\$	823,020,838	\$	865,327,969	\$	942,872,51
Net Growth Rate	*			Ψ	5.9%	Ψ	8.1%	Ψ	5.1%	•	9.0%
Operating Transfers-In	\$	62,741,737	Y	\$	62.947.600	\$	63,187,600	\$	_	\$	63,617,60
Total Sources	\$	781,538,646	^		824,507,482		886,208,438		928,735,569		1,006,490,11
Net Growth Rate	Ψ	701,000,040		Ψ	5.5%	Ψ	7.5%	Ψ	4.8%	Ψ	8.4%
Jses of Funds:											
Expenditures:											
Wages and Salaries - Base	\$	191,087,332	х	\$	205,732,146	\$	218,893,243	\$	231,322,658	\$	243,507,81
Salary Adjustments	Ψ	10,035,748	X	Ψ	8,221,057	Ψ	7,046,173	Ψ	6,675,972	Ψ	6,487,04
Employee Benefits		41,176,116	X		47,658,680		53,637,746		57,169,179		60,766,49
Supplies and Services		56,296,926	X		59,377,944		62,749,602		62,566,659		65,926,23
Capital Outlay		3,905,004	X		4,006,534		4,110,704	_	4,229,914		4,339,89
General Government		61,139,062			61,374,330		57,708,943		58,306,155		
			X								63,647,51
Primary/General Elections Cost		10,609,961	.,		8,703,694		11,826,060.1		9,691,861.8		13,091,976.
AHCCCS/ALTCS Contributions		136,789,236	X		147,581,700		158,227,679		169,913,558		182,760,13
Transfer Out - Detention Fund		91,522,722	Х		101,186,962		112,017,842		117,074,090		143,339,18
Other Mandated Health Care		115,712,526	Х		115,937,636		119,796,496		123,629,191		127,617,84
MIHS Subsidy	_		Χ	_	-	_	-	_	-	_	-
Total Uses	\$	718,274,633		\$	759,780,682	\$	806,014,488	\$	840,579,237	\$	911,484,13
Net Growth Rate					5.78%		6.09%		4.29%		8.44
Projected Surplus/Deficit:	\$	63,264,013		\$	64,726,800	\$	80,193,950	\$	88,156,332	\$	95,005,97
Percent of Total Expenditures		, ,			8.52%		9.95%		10.49%		10.42
Unreserved Fund Balance:											
Beginning Balance	\$	155,579,822	Х	\$	98,682,915	\$	71,600,000	\$	76,000,000	\$	97,479,02
Net Cashflow Reserve		(67,700,000)	Х		(71,600,000)		(76,000,000)		(79,300,000)		(86,000,00
Net Expendable Fund Balance	\$			\$	27,082,915	\$	(4,400,000)	\$	(3,300,000)	\$	11,479,02
Net Surplus/Deficit		63,264,013			64,726,800	•	80,193,950		88,156,332		95,005,97
Appropriated Fund Balance	_	(120,160,920)			(91,809,715)		(75,793,950)		(66,677,312)		(18,791,44
	_			_		_		_		_	
Ending Expend. Fund Balance	\$	30,982,915	Х	\$	-	\$	-	\$	18,179,020	\$	87,693,55

GENERAL FUND - Base S	Sce	nario								
		6		7		8		9		10
		FY 2005-06		FY 2006-07		FY 2007-08		FY 2008-09		FY 2009-10
Sources of Funds:										
Revenue Proporty Tayon	φ	222 660 245	φ	252 044 400	φ	274 022 227	φ	202 000 000	φ	442 020 000
Property Taxes	\$	332,660,245	\$	353,014,109	\$	374,933,237	\$	393,998,009	\$	413,039,082
Payments in Lieu of Taxes/SRP Payments in Lieu of Taxes/Fed.		6,350,197 950,000		6,387,747 950,000		6,419,630 950,000		6,540,247 950,000		6,476,256 950,000
Tax Penalties & Interest		10,300,000		10,900,000		11,600,000		12,200,000		12,800,000
Licenses and Permits		249,000		255,000		261,000		267,000		274,000
Intergovernmental		5,268,403		6,178,133		5,551,034		6,555,211		5,862,909
State Shared Sales Taxes		455,919,192		481,450,667		508,411,904		536,882,971		566,948,417
Vehicle License Tax		137,986,069		150,584,197		157,556,246		171,153,350		179,077,750
Charges for Services		21,772,000		22,432,000		23,112,000		23,792,000		24,492,000
Fines & Forfeits		11,551,000		11,851,000		12,159,000		12,475,000		12,799,000
Patient Charges		68,656		67,283		65,938		64,619		63,327
Gain/Loss Fixed Asset		50,000		50,000		50,000		50,000		50,000
Miscellaneous		13,660,000		14.440.000		15,170,000		15,980,000		16,720,000
Totals	\$	996,784,762	\$	1,058,560,136	\$	1,116,239,989	\$	1,180,908,407	\$	1,239,552,740
Net Growth Rate	Ψ	5.7%	Ψ	6.2%	Ψ	5.4%	Ψ	5.8%	Ψ	5.0%
Operating Transfers-In	\$	63,827,600	\$	64,047,600	\$	64,267,600	\$	64,497,600	\$	64,737,600
Total Sources	\$	1,060,612,362	\$	1,122,607,736	\$	1,180,507,589	_	1,245,406,007	\$	1,304,290,340
Net Growth Rate	Ψ	5.4%	*	5.8%	Ψ	5.2%	—	5.5%	Ψ.	4.7%
		3. 170		0.070		5.270		0.070		
Uses of Funds:										
Expenditures:										
Wages and Salaries - Base	\$	255,835,149	\$	268,786,548	\$	282,393,598	\$	296,689,491	\$	311,709,100
Salary Adjustments	Ψ	6,815,448	*	7,160,474	*	7,522,965	Ť	7,903,808	+	8,303,930
Employee Benefits		64,435,429		68,293,204		72,346,482		76,601,942		81,066,259
Supplies and Services		65,734,033		69,263,688		69,061,753		72,770,093		72,557,935
Capital Outlay		4,444,050		4,550,707		4,659,924		4,771,762		4,886,284
General Government		66,072,895		68,670,815		71,349,040		73,995,206		76,928,122
Primary/General Elections Cost		10,697,981.6		14,451,064.5		11,808,547.5		15,951,240.9		13,034,402.2
AHCCCS/ALTCS Contributions		196,827,476		211,669,470		227,948,545		245,888,467		265,460,238
Transfer Out - Detention Fund		167,746,732		185,809,080		193,750,789		197,323,978		200,705,918
Other Mandated Health Care		131,706,759		136,065,077		140,641,429		145,441,161		150,469,294
MIHS Subsidy				-						<u> </u>
Total Uses	\$	970,315,953	\$	1,034,720,126	\$	1,081,483,073	\$	1,137,337,149	\$	1,185,121,482
Net Growth Rate		6.45%		6.64%		4.52%		5.16%		4.20%
Projected Surplus/Deficit:	\$	90,296,409	\$	87,887,610	\$	99,024,516	\$	108,068,858	\$	119,168,858
Percent of Total Expenditures		9.31%		8.49%		9.16%		9.50%		10.06%
Unreserved Fund Balance:										
Beginning Balance	\$	173,693,553	\$	244,856,643	\$	312,962,316	\$	390,998,031	\$	476,811,550
Net Cashflow Reserve		(91,600,000)		(97,700,000)		(102,100,000)		(107,400,000)		(111,900,000)
Net Expendable Fund Balance	\$	82,093,553	\$	147,156,643	\$	210,862,316	\$	283,598,031	\$	364,911,550
Net Surplus/Deficit		90,296,409		87,887,610		99,024,516		108,068,858		119,168,858
Appropriated Fund Balance		(19,133,319)		(19,781,937)		(20,988,801)		(22,255,339)		(23,582,892)
Ending Expend. Fund Balance	\$	153,256,643	\$	215,262,316	\$	288,898,031	\$	369,411,550	\$	460,497,516
Ending Fund Balance	\$	244,856,643	\$	312,962,316	\$	390,998,031	\$	476,811,550	\$	572,397,516

ce	nario								
	1		2		3		4		5
	FY 2000-01		FY 2001-02		FY 2002-03		FY 2003-04		FY 2004-05
		_		_		_		_	
\$		\$				\$		\$	302,907,358
									6,323,466
							•		950,000
									9,400,000
					•				245,000
									5,823,004
									410,855,283
									103,805,483
									20,892,000
									11,052,000
									70,058
			,						50,000
Φ		Φ				¢.		Φ.	12,620,000 884,993,652
Φ		Φ	721,941,303	Φ		Φ		Ф	
Φ		Φ	62 007 600	¢		ф		•	7.3% 63,757,600
<u> 0</u>		_				_			948,751,252
Φ		Φ	704,920,903	Φ		Ф		Φ	6.8%
	10.976				0.0%		5.970		0.0 %
\$	101 087 332	\$	205 131 760	¢	218 457 119	2	229 511 049	\$	241,124,309
Ψ		Ψ				Ψ		Ψ	8,029,439
						ш			59,879,701
									65,859,791
									4,395,116
									63,646,470
									13,040,278
									181,918,914
									114,206,566
									126,594,230
	-								32,776,722
\$	718.274.633	\$				\$		\$	911,471,536
•	, ,	*				•		•	6.57%
				-					
\$	39,698,825	\$	30,208,995	\$	33,044,414	\$	33,019,696	\$	37,279,716
					4.10%				4.09%
\$	155,579,822	\$	75,117,727	\$	71,100,000	\$	75,900,000	\$	80,600,000
	(67,700,000)				(75,900,000)		(80,600,000)		(78,800,000)
\$	87,879,822	\$	4,017,727	\$	(4,800,000)	\$		\$	1,800,000
	39,698,825				33,044,414		33,019,696		37,279,716
	(120,160,920)				(28,244,414)		(28,319,696)		(39,079,716)
\$		\$	-	\$	-	\$	-	\$	-
\$	75,117,727						·		78,800,000
	\$ \$ \$ \$ \$ \$ \$ \$ \$	1 FY 2000-01 \$ 225,396,514	1 FY 2000-01 \$ 225,396,514 \$ 5,618,744 950,000 7,000,000 50,000 5,212,370 321,224,670 88,113,602 18,538,592 10,121,000 118,444 50,000 12,837,785 \$ 695,231,721 \$ 11.9% \$ 62,741,737 \$ \$ 757,973,458 \$ 10.9% \$ 191,087,332 \$ 10,035,748 41,176,116 56,296,926 3,905,004 61,139,062 10,609,961 136,789,236 91,522,722 115,712,526 \$ 718,274,633 \$ \$ 39,698,825 \$ (67,700,000) \$ 87,879,822 \$ (67,700,000) \$ 87,879,822 \$ (67,700,000) \$ 87,879,822 \$ (67,700,000) \$ 7,417,727 \$	1 2 FY 2000-01 FY 2001-02 \$ 225,396,514 \$ 244,444,628 5,618,744 5,630,328 950,000 950,000 7,000,000 7,600,000 50,000 226,000 5,212,370 4,762,713 321,224,670 329,255,287 88,113,602 88,901,972 18,538,592 19,142,000 10,121,000 10,374,000 118,444 74,435 50,000 50,000 12,837,785 10,530,000 \$ 695,231,721 721,941,363 11.9% 62,741,737 62,987,600 \$ 757,973,458 784,928,963 10.9% 784,928,963 10.9% 784,928,963 10.9% 10,035,748 9,107,850 41,176,116 47,519,598 56,296,926 59,435,480 3,905,004 4,022,154 61,139,062 61,404,912 10,609,961 8,712,127 136,789,236 146,736,395 <t< td=""><td>1 2 FY 2000-01 FY 2001-02 \$ 225,396,514 \$ 244,444,628 \$ 5,618,744 5,630,328 950,000 950,000 7,000,000 7,600,000 26,000 50,000 226,000 50,000 226,000 5,212,370 4,762,713 321,224,670 329,255,287 88,91,972 18,538,592 19,142,000 10,374,000 10,374,000 118,444 74,435 50,000 50,000 50,000 10,374,000 118,444 74,435 50,000 50,000 12,837,785 10,530,000 \$ 695,231,721 \$ 721,941,363 \$ 11.9% \$ 721,941,363 \$ 11.9% \$ 62,741,737 \$ 62,987,600 \$ 757,973,458 \$ 784,928,963 \$ 10.9% \$ 757,973,458 \$ 784,928,963 \$ 757,973,458 \$ 784,928,963 \$ 10.9% \$ 757,973,458 \$ 784,928,963 \$ 784,928,963 \$ 10.9% \$ 757,973,458 \$ 784,928,963 \$ 74,009,861 \$ 74,009,861 \$ 74,009,861 \$ 74,009,861 \$ 74,009,861 \$ 74,009,861 \$ 74,009,861 \$ 74,009,861 \$ 74,009,861 \$ 74,009,861 \$ 74,009,861 \$ 754,719,968 \$ 5,07%</td><td>1 2 3 FY 2000-01 FY 2001-02 FY 2002-03 \$ 225,396,514 \$ 244,444,628 \$ 266,401,361 5,618,744 5,630,328 5,772,715 950,000 950,000 950,000 7,000,000 7,600,000 8,300,000 50,000 226,000 232,000 5,212,370 4,762,713 5,515,110 321,224,670 329,255,287 349,010,604 88,113,602 88,901,972 97,483,167 18,538,592 19,142,000 19,772,000 10,121,000 10,374,000 19,772,000 11,8444 74,435 72,946 50,000 50,000 50,000 11,9% 721,941,363 775,402,902 11,9% 724,41,737 62,987,600 63,237,600 \$ 757,973,458 784,928,963 838,640,502 10,9% 62,987,600 53,417,414 56,296,926 59,435,480 62,687,789 3,905,004 4,022,154 4,142,819 61,139,062<!--</td--><td>1 2 3 FY 2000-01 FY 2001-02 FY 2002-03 \$ 225,396,514 \$ 244,444,628 \$ 266,401,361 \$ 5,618,744 5,618,744 5,630,328 5,772,715 950,000 950,000 7,000,000 7,600,000 8,300,000 50,000 232,000 5,212,370 4,762,713 5,515,110 321,224,670 329,255,287 349,010,604 88,8113,602 88,901,972 97,483,167 18,538,592 19,142,000 19,772,000 10,623,000 11,8444 74,435 72,946 50,000 50,000 50,000 50,000 50,000 50,000 50,000 50,000 11,220,000 \$ 695,231,721 \$ 721,941,363 \$ 775,402,902 \$ 7.4% \$ 62,741,737 \$ 62,987,600 \$ 63,237,600 \$ 63,237,600 \$ 62,741,737 \$ 62,987,600 \$ 63,237,600 \$ 63,237,600 \$ 757,973,458 \$ 784,928,963 \$ 838,640,502 \$ 6.8% \$ 191,087,332 \$ 205,131,760 \$ 218,457,119 \$ 72,74,622 \$ 744,622 \$ 1,09% \$ 74,472 \$ 1,134,411<td>1 2 3 4 FY 2000-01 FY 2001-02 FY 2002-03 FY 2003-04 \$ 225,396,514 \$ 244,444,628 \$ 266,401,361 \$ 280,109,164 5,618,744 5,630,328 5,772,715 6,000,086 950,000 950,000 950,000 950,000 7,000,000 7,600,000 8,300,000 232,000 5,212,370 4,762,713 5,515,110 5,002,255 381,13,602 88,901,972 97,483,167 100,247,541 18,538,592 19,142,000 19,772,000 20,292,000 10,121,000 10,374,000 10,623,000 10,835,000 118,444 74,435 72,946 71,487 50,000 50,000 50,000 50,000 12,837,785 10,530,000 11,220,000 11,850,000 \$65,231,721 \$ 721,941,363 775,402,902 \$ 824,767,091 \$62,741,737 \$62,987,600 \$63,237,600 \$63,497,600 \$757,973,458 \$784,928,963 \$836,640,502 \$888,264,691</td><td>1 2 3 4 FY 2000-01 FY 2001-02 FY 2002-03 FY 2003-04 \$ 225,396,514 \$ 244,444,628 \$ 266,401,361 \$ 280,109,164 \$ 5,618,744 \$ 5,618,744 \$ 5,630,328 \$ 5,772,715 6,000,086 \$ 950,000 \$ 950,000 \$ 950,000 \$ 950,000 \$ 5,000 \$ 26,000 \$ 232,000 \$ 238,000 \$ 5,212,370 \$ 4,762,713 \$ 5,515,110 \$ 5,002,255 \$ 82,113,602 \$ 88,901,972 \$ 97,483,167 \$ 100,247,541 \$ 83,8532 \$ 19,142,000 \$ 19,772,000 \$ 20,292,000 \$ 118,444 \$ 74,435 \$ 72,946 \$ 71,487 \$ 50,000 \$ 50,000 \$ 50,000 \$ 10,623,000 \$ 11,850,000 \$ 695,231,721 \$ 721,941,363 \$ 775,402,902 \$ 824,767,091 \$ 11,99% \$ 62,741,737 \$ 62,987,600 \$ 63,237,600 \$ 63,497,600 \$ 88,264,691 \$ 10,035,748 \$ 9,107,850 \$ 7,274,622 \$ 7,642,718 \$ 10,99% \$ 6,896 \$ 59,435,480</td></td></td></t<>	1 2 FY 2000-01 FY 2001-02 \$ 225,396,514 \$ 244,444,628 \$ 5,618,744 5,630,328 950,000 950,000 7,000,000 7,600,000 26,000 50,000 226,000 50,000 226,000 5,212,370 4,762,713 321,224,670 329,255,287 88,91,972 18,538,592 19,142,000 10,374,000 10,374,000 118,444 74,435 50,000 50,000 50,000 10,374,000 118,444 74,435 50,000 50,000 12,837,785 10,530,000 \$ 695,231,721 \$ 721,941,363 \$ 11.9% \$ 721,941,363 \$ 11.9% \$ 62,741,737 \$ 62,987,600 \$ 757,973,458 \$ 784,928,963 \$ 10.9% \$ 757,973,458 \$ 784,928,963 \$ 757,973,458 \$ 784,928,963 \$ 10.9% \$ 757,973,458 \$ 784,928,963 \$ 784,928,963 \$ 10.9% \$ 757,973,458 \$ 784,928,963 \$ 74,009,861 \$ 74,009,861 \$ 74,009,861 \$ 74,009,861 \$ 74,009,861 \$ 74,009,861 \$ 74,009,861 \$ 74,009,861 \$ 74,009,861 \$ 74,009,861 \$ 74,009,861 \$ 754,719,968 \$ 5,07%	1 2 3 FY 2000-01 FY 2001-02 FY 2002-03 \$ 225,396,514 \$ 244,444,628 \$ 266,401,361 5,618,744 5,630,328 5,772,715 950,000 950,000 950,000 7,000,000 7,600,000 8,300,000 50,000 226,000 232,000 5,212,370 4,762,713 5,515,110 321,224,670 329,255,287 349,010,604 88,113,602 88,901,972 97,483,167 18,538,592 19,142,000 19,772,000 10,121,000 10,374,000 19,772,000 11,8444 74,435 72,946 50,000 50,000 50,000 11,9% 721,941,363 775,402,902 11,9% 724,41,737 62,987,600 63,237,600 \$ 757,973,458 784,928,963 838,640,502 10,9% 62,987,600 53,417,414 56,296,926 59,435,480 62,687,789 3,905,004 4,022,154 4,142,819 61,139,062 </td <td>1 2 3 FY 2000-01 FY 2001-02 FY 2002-03 \$ 225,396,514 \$ 244,444,628 \$ 266,401,361 \$ 5,618,744 5,618,744 5,630,328 5,772,715 950,000 950,000 7,000,000 7,600,000 8,300,000 50,000 232,000 5,212,370 4,762,713 5,515,110 321,224,670 329,255,287 349,010,604 88,8113,602 88,901,972 97,483,167 18,538,592 19,142,000 19,772,000 10,623,000 11,8444 74,435 72,946 50,000 50,000 50,000 50,000 50,000 50,000 50,000 50,000 11,220,000 \$ 695,231,721 \$ 721,941,363 \$ 775,402,902 \$ 7.4% \$ 62,741,737 \$ 62,987,600 \$ 63,237,600 \$ 63,237,600 \$ 62,741,737 \$ 62,987,600 \$ 63,237,600 \$ 63,237,600 \$ 757,973,458 \$ 784,928,963 \$ 838,640,502 \$ 6.8% \$ 191,087,332 \$ 205,131,760 \$ 218,457,119 \$ 72,74,622 \$ 744,622 \$ 1,09% \$ 74,472 \$ 1,134,411<td>1 2 3 4 FY 2000-01 FY 2001-02 FY 2002-03 FY 2003-04 \$ 225,396,514 \$ 244,444,628 \$ 266,401,361 \$ 280,109,164 5,618,744 5,630,328 5,772,715 6,000,086 950,000 950,000 950,000 950,000 7,000,000 7,600,000 8,300,000 232,000 5,212,370 4,762,713 5,515,110 5,002,255 381,13,602 88,901,972 97,483,167 100,247,541 18,538,592 19,142,000 19,772,000 20,292,000 10,121,000 10,374,000 10,623,000 10,835,000 118,444 74,435 72,946 71,487 50,000 50,000 50,000 50,000 12,837,785 10,530,000 11,220,000 11,850,000 \$65,231,721 \$ 721,941,363 775,402,902 \$ 824,767,091 \$62,741,737 \$62,987,600 \$63,237,600 \$63,497,600 \$757,973,458 \$784,928,963 \$836,640,502 \$888,264,691</td><td>1 2 3 4 FY 2000-01 FY 2001-02 FY 2002-03 FY 2003-04 \$ 225,396,514 \$ 244,444,628 \$ 266,401,361 \$ 280,109,164 \$ 5,618,744 \$ 5,618,744 \$ 5,630,328 \$ 5,772,715 6,000,086 \$ 950,000 \$ 950,000 \$ 950,000 \$ 950,000 \$ 5,000 \$ 26,000 \$ 232,000 \$ 238,000 \$ 5,212,370 \$ 4,762,713 \$ 5,515,110 \$ 5,002,255 \$ 82,113,602 \$ 88,901,972 \$ 97,483,167 \$ 100,247,541 \$ 83,8532 \$ 19,142,000 \$ 19,772,000 \$ 20,292,000 \$ 118,444 \$ 74,435 \$ 72,946 \$ 71,487 \$ 50,000 \$ 50,000 \$ 50,000 \$ 10,623,000 \$ 11,850,000 \$ 695,231,721 \$ 721,941,363 \$ 775,402,902 \$ 824,767,091 \$ 11,99% \$ 62,741,737 \$ 62,987,600 \$ 63,237,600 \$ 63,497,600 \$ 88,264,691 \$ 10,035,748 \$ 9,107,850 \$ 7,274,622 \$ 7,642,718 \$ 10,99% \$ 6,896 \$ 59,435,480</td></td>	1 2 3 FY 2000-01 FY 2001-02 FY 2002-03 \$ 225,396,514 \$ 244,444,628 \$ 266,401,361 \$ 5,618,744 5,618,744 5,630,328 5,772,715 950,000 950,000 7,000,000 7,600,000 8,300,000 50,000 232,000 5,212,370 4,762,713 5,515,110 321,224,670 329,255,287 349,010,604 88,8113,602 88,901,972 97,483,167 18,538,592 19,142,000 19,772,000 10,623,000 11,8444 74,435 72,946 50,000 50,000 50,000 50,000 50,000 50,000 50,000 50,000 11,220,000 \$ 695,231,721 \$ 721,941,363 \$ 775,402,902 \$ 7.4% \$ 62,741,737 \$ 62,987,600 \$ 63,237,600 \$ 63,237,600 \$ 62,741,737 \$ 62,987,600 \$ 63,237,600 \$ 63,237,600 \$ 757,973,458 \$ 784,928,963 \$ 838,640,502 \$ 6.8% \$ 191,087,332 \$ 205,131,760 \$ 218,457,119 \$ 72,74,622 \$ 744,622 \$ 1,09% \$ 74,472 \$ 1,134,411 <td>1 2 3 4 FY 2000-01 FY 2001-02 FY 2002-03 FY 2003-04 \$ 225,396,514 \$ 244,444,628 \$ 266,401,361 \$ 280,109,164 5,618,744 5,630,328 5,772,715 6,000,086 950,000 950,000 950,000 950,000 7,000,000 7,600,000 8,300,000 232,000 5,212,370 4,762,713 5,515,110 5,002,255 381,13,602 88,901,972 97,483,167 100,247,541 18,538,592 19,142,000 19,772,000 20,292,000 10,121,000 10,374,000 10,623,000 10,835,000 118,444 74,435 72,946 71,487 50,000 50,000 50,000 50,000 12,837,785 10,530,000 11,220,000 11,850,000 \$65,231,721 \$ 721,941,363 775,402,902 \$ 824,767,091 \$62,741,737 \$62,987,600 \$63,237,600 \$63,497,600 \$757,973,458 \$784,928,963 \$836,640,502 \$888,264,691</td> <td>1 2 3 4 FY 2000-01 FY 2001-02 FY 2002-03 FY 2003-04 \$ 225,396,514 \$ 244,444,628 \$ 266,401,361 \$ 280,109,164 \$ 5,618,744 \$ 5,618,744 \$ 5,630,328 \$ 5,772,715 6,000,086 \$ 950,000 \$ 950,000 \$ 950,000 \$ 950,000 \$ 5,000 \$ 26,000 \$ 232,000 \$ 238,000 \$ 5,212,370 \$ 4,762,713 \$ 5,515,110 \$ 5,002,255 \$ 82,113,602 \$ 88,901,972 \$ 97,483,167 \$ 100,247,541 \$ 83,8532 \$ 19,142,000 \$ 19,772,000 \$ 20,292,000 \$ 118,444 \$ 74,435 \$ 72,946 \$ 71,487 \$ 50,000 \$ 50,000 \$ 50,000 \$ 10,623,000 \$ 11,850,000 \$ 695,231,721 \$ 721,941,363 \$ 775,402,902 \$ 824,767,091 \$ 11,99% \$ 62,741,737 \$ 62,987,600 \$ 63,237,600 \$ 63,497,600 \$ 88,264,691 \$ 10,035,748 \$ 9,107,850 \$ 7,274,622 \$ 7,642,718 \$ 10,99% \$ 6,896 \$ 59,435,480</td>	1 2 3 4 FY 2000-01 FY 2001-02 FY 2002-03 FY 2003-04 \$ 225,396,514 \$ 244,444,628 \$ 266,401,361 \$ 280,109,164 5,618,744 5,630,328 5,772,715 6,000,086 950,000 950,000 950,000 950,000 7,000,000 7,600,000 8,300,000 232,000 5,212,370 4,762,713 5,515,110 5,002,255 381,13,602 88,901,972 97,483,167 100,247,541 18,538,592 19,142,000 19,772,000 20,292,000 10,121,000 10,374,000 10,623,000 10,835,000 118,444 74,435 72,946 71,487 50,000 50,000 50,000 50,000 12,837,785 10,530,000 11,220,000 11,850,000 \$65,231,721 \$ 721,941,363 775,402,902 \$ 824,767,091 \$62,741,737 \$62,987,600 \$63,237,600 \$63,497,600 \$757,973,458 \$784,928,963 \$836,640,502 \$888,264,691	1 2 3 4 FY 2000-01 FY 2001-02 FY 2002-03 FY 2003-04 \$ 225,396,514 \$ 244,444,628 \$ 266,401,361 \$ 280,109,164 \$ 5,618,744 \$ 5,618,744 \$ 5,630,328 \$ 5,772,715 6,000,086 \$ 950,000 \$ 950,000 \$ 950,000 \$ 950,000 \$ 5,000 \$ 26,000 \$ 232,000 \$ 238,000 \$ 5,212,370 \$ 4,762,713 \$ 5,515,110 \$ 5,002,255 \$ 82,113,602 \$ 88,901,972 \$ 97,483,167 \$ 100,247,541 \$ 83,8532 \$ 19,142,000 \$ 19,772,000 \$ 20,292,000 \$ 118,444 \$ 74,435 \$ 72,946 \$ 71,487 \$ 50,000 \$ 50,000 \$ 50,000 \$ 10,623,000 \$ 11,850,000 \$ 695,231,721 \$ 721,941,363 \$ 775,402,902 \$ 824,767,091 \$ 11,99% \$ 62,741,737 \$ 62,987,600 \$ 63,237,600 \$ 63,497,600 \$ 88,264,691 \$ 10,035,748 \$ 9,107,850 \$ 7,274,622 \$ 7,642,718 \$ 10,99% \$ 6,896 \$ 59,435,480

		6		7		8		9		10
		FY 2005-06		FY 2006-07		FY 2007-08		FY 2008-09		FY 2009-10
Sources of Funds:										
Revenue _			_				_			
Property Taxes	\$	330,002,405	\$	378,689,885	\$	432,432,584	\$	481,861,266	\$	525,076,486
Payments in Lieu of Taxes/SRP		6,563,803		7,100,247		7,907,491		8,878,962		9,553,14
Payments in Lieu of Taxes/Fed.		950,000		950,000		950,000		950,000		950,00
Tax Penalties & Interest		10,200,000		11,700,000		13,400,000		14,900,000		16,200,00
Licenses and Permits		252,000		259,000		266,000		273,000		280,00
Intergovernmental		5,256,862		6,162,701		5,537,743		6,537,499		5,847,62
State Shared Sales Taxes		431,398,047		450,810,959		471,097,452		492,296,837		514,450,19
Vehicle License Tax		105,807,743		110,277,455		112,982,439		118,212,079		121,478,86
Charges for Services		21,522,000		22,302,000		23,132,000		23,942,000		24,732,00
Fines & Forfeits		11,273,000		11,498,000		11,728,000		11,963,000		12,202,00
Patient Charges		68,656		67,283		65,938		64,619		63,32
Gain/Loss Fixed Asset		50,000		50,000		50,000		50,000		50,00
Miscellaneous		13,290,000	_	14,280,000	_	15,300,000		16,330,000		17,250,00
Totals	\$	936,634,517	\$	1,014,147,530	\$	1,094,849,647	\$	1,176,259,263	\$	1,248,133,64
Net Growth Rate		5.8%		8.3%		8.0%		7.4%	Λ.	6.1%
Operating Transfers-In	_\$_	64,027,600	\$	64,307,600	\$	64,597,600	\$	64,897,600	\$_	65,207,60
Total Sources	\$	1,000,662,117	\$	1,078,455,130	\$	1,159,447,247	\$	1,241,156,863	\$	1,313,341,24
Net Growth Rate		5.5%		7.8%		7.5%		7.0%		5.8%
Uses of Funds:						_				
Expenditures:	•	050 005 400	Φ.	200 4 40 45 4	Φ.	070 040 040	•	000 750 504	Φ	000 000 77
Wages and Salaries - Base	\$	253,325,199	\$	266,143,454	\$	279,610,312	\$	293,758,594	\$	308,622,77
Salary Adjustments		8,435,729		8,862,577		9,311,023		9,782,161		10,277,13
Employee Benefits		63,283,868		66,847,297		70,574,677		74,470,666		78,539,88
Supplies and Services		65,602,526		69,192,297		68,922,014		72,693,427		72,409,46
Capital Outlay		4,526,970		4,662,779		4,802,662		4,946,742		5,095,14
General Government		66,180,043		68,892,149		71,690,813		74,463,935		77,530,60
Primary/General Elections Cost		10,655,494		14,393,342		11,761,112		15,886,800		12,981,44
AHCCCS/ALTCS Contributions		196,020,558		210,898,087		227,199,695		245,167,170		264,742,13
Transfer Out - Detention Fund		119,820,689		136,290,262		152,532,014		202,703,959		206,976,39
Other Mandated Health Care		130,274,464		134,175,286		138,242,011		142,476,596		146,880,61
MIHS Subsidy	_	34,802,979	Φ	36,919,000	Φ	39,126,018	Φ	41,425,063	Φ	43,816,94
Total Uses	\$	952,928,519	\$		\$	1,073,772,351	\$	1,177,775,114	Þ	1,227,872,55
Net Growth Rate		4.55%		6.75%		5.55%		9.69%		4.25
Projected Surplus/Deficit:	\$	47,733,598	\$	61,178,600	Ф	85,674,896	Ф	63,381,749	Ф	85,468,69
Percent of Total Expenditures	φ	5.01%	ψ	6.01%	ψ	7.98%	φ	5.38%	Ψ	6.96
reicent or rotal Experiationes		3.0176		0.0176		7.9076		3.30 /6		0.90
Unreserved Fund Balance										
Unreserved Fund Balance: Beginning Balance	•	78 800 000	Ф	67 200 000	¢	72,200,000	\$	100 720 462	æ	144,209,79
Net Cashflow Reserve	\$	78,800,000 (67,200,000)	\$	67,200,000 (72,200,000)	Φ	(100,700,000)	Φ	100,729,462 (111,000,000)	Φ	
Net Expendable Fund Balance	\$	11,600,000	\$	(5,000,000)	Ф	(28,500,000)	Ф	(10,270,538)	Ф	28 509 79
	φ		Φ		Φ		Φ		φ	28,509,79
Net Surplus/Deficit		47,733,598		61,178,600		85,674,896 (57,145,434)		63,381,749		85,468,69
Appropriated Fund Balance	\$	(59,333,598)	\$	(56,178,600)	\$	(57,145,434)	\$	(19.901.412)	\$	(21,050,52
Ending Expend. Fund Balance Ending Fund Balance				70.000.000		29,462		33,209,799		92,927,96
EUDING EUNG KAIANCA	\$	67,200,000	\$	72,200,000	\$	100,729,462	\$	144,209,799	\$	208,627,96

DETENTION FUND - Base Scenari	0									
DETENTION FOND - Base Scenari	U	1		2		3		4		5
		FY 2000-01		FY 2001-02		FY 2002-03		FY 2003-04		FY 2004-05
DETENTION FUND-OPERATING										
Sources of Funds:										
Jail Excise Tax	\$	95,333,000	\$	99,752,000	\$	108,231,000	\$	114,292,000	\$	120,692,000
Transfers In from Other Funds-Base MOE		90,520,046		101,186,962		112,017,842		117,074,090		130,463,558
Transfers In from Other Funds-Abv Base MOE		1,002,676		-		-		-		12,875,630
Intergovernmental/Jail Per Diem		18.718.000	4	19.865.780		21.852.358		24.037.594		26.441.353
Totals	\$	205,573,722	\$	220,804,742	\$	242,101,200	\$	255,403,684	\$	290,472,541
Uses of Funds:							٦			
Operating Expenditures - Current Facilities							ı			
Personal Services	\$	87,443,963	\$	93,444,654	\$	99,475,848	\$	102,269,278	\$	104,951,506
Operations	•	19,837,571	•	20,353,348	•	20,943,595	•	21,488,128	•	22,003,843
Contingencies		2.959.188				-,,		, , ,		,,-
Subtotal - Current Operations	\$	110,240,722	\$	113,798,002	\$	120,419,443	\$	123,757,406	\$	126,955,349
Operating Expenditures - New Facilities								0.007.101		04.004.055
Personal Services								9,897,121	A	34,364,258
Operations Subtotal - New Facility Operations							\$	3.029.450 12,926,571	\$	8.460.934 42,825,192
Subtotal - New Facility Operations							Ф	12,920,371	Ф	42,025,192
Total Operating Espenditures	\$	110,240,722	\$	113,798,002	\$	120,419,443	\$	136,683,977	\$	169,780,541
Non-Recurring Expenditures										
Integrated Crim. Justice Information System	\$	1,900,000	Φ	3,000,000	Φ	5,000,000	\$	8,000,000	Ф	5,000,000
Other Information System Projects	φ	1,064,025	Ψ	1,500,000	Ψ	1,500,000	Ψ	1,500,000	φ	1,500,000
Detention-Related Equipment		208,495		250,000		257,250		263,939		270,273
Facility Start-up		1,423,378		230,000		28,000,000		13,000,000		270,273
Relocations		460,000		500,000		500,000		500,000		_
Facility Major Maintenance		5,390,000		12,064,000		7,635,000		4,155,000		935,000
Total Non-Recurring	\$	10,445,898	\$	17,314,000	\$	42,892,250	\$	27,418,939	\$	7,705,273
Transfer to Capital Projects Fund	\$	103,034,318	\$	82,438,000	\$	65,338,750	\$	86,873,062	\$	112,986,727
Total Uses	\$	223,720,938	\$	213,550,002	\$	228,650,443	\$	250,975,977	\$	290,472,541
	_	-, -,	Ť		•					, ,-
Projected Surplus/Deficit:	\$	(18,147,216)	\$	7,254,740	\$	13,450,757	\$	4,427,707	\$	-
Unreserved Fund Balance:										
Beginning Fund Balance	\$	18,147,216	\$	-	\$	7,254,740	\$	20,705,498	\$	25,133,205
Projected Surplus/Deficit		(18.147.216)		7.254.740		13.450.757		4.427.707		
Ending Fund Balance		-		7,254,740		20,705,498		25,133,205		25,133,205
DETENTION FUND-CAPITAL PROJECTS										
Sources of Funds:										
Transfers from Detention Operating Fund	_\$	103.034.318	\$	82,438,000	\$	65.338.750	\$	86.873.062	\$	112.986.727
Totals	\$	103,034,318	\$	82,438,000	\$	65,338,750	\$	86,873,062	\$	112,986,727
Uses of Funda-	Φ	00 040 070	Φ	444 000 000	Φ.	440 500 000	Φ	07 000 000	ው	40,000,000
Uses of Funds:	\$	69,618,279	\$	111,000,000	\$	148,500,000	\$	97,600,000	\$	18,000,000
Projected Surplus/Deficit:	\$	33,416,039	\$	(28,562,000)	\$	(83,161,250)	\$	(10,726,939)	\$	94,986,727
Unreserved Fund Balance:										
Beginning Balance	\$	92,216,119	\$	125,632,158	\$	97,070,158	\$	13,908,908	\$	3,181,970
Net Surplus/Deficit		33,416,039		(28.562.000)		(83,161,250)		(10,726,939)		94,986,727
Ending Balance	\$	125,632,158	\$	97,070,158	\$	13,908,908	\$	3,181,970	\$	98,168,696

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DETENTION FUND - Base Scenari		6		7		8		9		10
DETENTION FUND OBED ATING		FY 2005-06		FY 2006-07		FY 2007-08		FY 2008-09		FY 2009-10
DETENTION FUND-OPERATING Sources of Funds:										
Jail Excise Tax	\$	127,451,000		100,787,060						
Transfers In from Other Funds-Base MOE	Ψ	136,560,355		152,810,091						
Transfers In from Other Funds-Abv Base MOE		31,186,377		32,998,989		193,750,789		197,323,978		200,705,918
Intergovernmental/Jail Per Diem		29.085.488		31.994.037		35.193.441		38.712.785		42.584.064
Totals	\$	324,283,221	\$	318,590,177	\$	228,944,230	\$	236,036,764	\$	243,289,982
	·	,				.,. ,	Ť		•	-,,
Uses of Funds:										
Operating Expenditures - Current Facilities										
Personal Services	\$	107,672,462	\$	110,454,629	\$	113,298,618	\$	116,205,020	\$	119,174,407
Operations		22,531,935		23,072,701		23,626,446		24,193,481		24,774,125
Contingencies										
Subtotal - Current Operations	\$	130,204,397	\$	133,527,330	\$	136,925,064	\$	140,398,501	\$	143,948,532
									4	
Operating Expenditures - New Facilities										
Personal Services		55,148,243		72,274,873		79,487,655		82,566,584		85,719,957
Operations	_	11.479.581	_	12.000.914	_	12.531.511	_	13.071.679	_	13.621.493
Subtotal - New Facility Operations	\$	66,627,824	\$	84,275,787	\$	92,019,166	\$	95,638,263	\$	99,341,450
Total On any time Famous literature	•	400 000 004	•	0.17.000.1.17	•	222 244 222	•	000 000 704	•	0.40,000,000
Total Operating Espenditures	\$	196,832,221	\$	217,803,117	\$	228,944,230	\$	236,036,764	\$	243,289,982
Non Boourring Expanditures										
Non-Recurring Expenditures	φ	2,100,000	Ф		φ		¢.		ው	
Integrated Crim. Justice Information System Other Information System Projects	\$	1,500,000	P	1,500,000	Ф	-	Ф	-	Ф	-
Detention-Related Equipment		276,760		283,402						_
Facility Start-up		270,700		203,402				_		_
Relocations								_		_
Facility Major Maintenance		1,000,000		1,000,000		1,000,000		1,000,000		1,000,000
Total Non-Recurring	\$	4,876,760	\$	2,783,402	\$	1,000,000	\$	1,000,000	\$	1,000,000
3	•	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	_	_,,,,,,,	•	1,000,000	*	1,000,000	•	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,
Transfer to Capital Projects Fund	\$	122,574,240	\$	98,003,658	\$	(1,000,000)	\$	(1,000,000)	\$	(1,000,000)
	•	,,	_	00,000,000	•	(1,000,000)	*	(1,000,000)	•	(1,000,000)
Total Uses	\$	324,283,221	\$	318,590,177	\$	228,944,230	\$	236,036,764	\$	243,289,982
		. ,		. ,	·		·			
Projected Surplus/Deficit:	\$	-	\$	-	\$	-	\$	=	\$	_
	,		•		•		•		•	
Unreserved Fund Balance:										
Beginning Fund Balance	\$	25,133,205	\$	25,133,205	\$	25,133,205	\$	25,133,205	\$	25,133,205
Projected Surplus/Deficit		-		-		-				
Ending Fund Balance		25,133,205		25,133,205		25,133,205		25,133,205		25,133,205
DETENTION FUND-CAPITAL PROJECTS										
Sources of Funds:										
Transfers from Detention Operating Fund	\$	122,574,240	\$	98.003.658	\$	(1.000.000)		(1.000,000)		(1.000.000)
Totals	\$	122,574,240	\$	98,003,658	\$	(1,000,000)	\$	(1,000,000)	\$	(1,000,000)
Uses of Funds:	\$	-	\$	-	\$	-	\$	-	\$	-
					_		_			
Projected Surplus/Deficit:	\$	122,574,240	\$	98,003,658	\$	(1,000,000)	\$	(1,000,000)	\$	(1,000,000)
Unreserved Fund Balance:	_		_		_	-	_	A.= =	_	-
Beginning Balance	\$	98,168,696	\$	220,742,937	\$	318,746,595	\$	317,746,595	\$	316,746,595
Net Surplus/Deficit	_	122,574,240		98,003,658	_	(1,000,000)	_	(1,000,000)	_	(1,000,000)
Ending Balance	\$	220,742,937	\$	318,746,595	\$	317,746,595	\$	316,746,595	\$	315,746,595

DETENTION FUND - Low Scenario										
		1 FY 2000-01		2 FY 2001-02		3 FY 2002-03		4 FY 2003-04		5 FY 2004-05
DETENTION FUND-OPERATING		1 1 2000-01		1 1 2001-02		1 1 2002-03		1 1 2003-04		1 1 2004-03
Sources of Funds:										
Jail Excise Tax	\$	95,333,000	\$	99,752,000	\$	108,231,000	\$	114,292,000	\$	120,692,00
Fransfers In from Other Funds-Base MOE	*	90,520,046	*	90,520,046	*	100,055,216	*	106,848,014	*	114,206,56
Fransfers In from Other Funds-Abv Base MOE		1,002,676		-		-		5,266,648		,,
ntergovernmental/Jail Per Diem		18,718,000		19.865.780		21,852,358		24,037,594		26,441,35
Totals	\$		\$	210,137,826	\$		\$		\$	261,339,91
loss of Friedo										
Jses of Funds: Operating Expenditures - Current Facilities										
Personal Services	\$	87,443,963	\$	93,444,654	\$	99,475,848	2	102,623,590	\$	105,861,73
Operations	Ψ	19,837,571	Ψ	20,432,698	Ψ	21,045,679	Ψ	21,677,049	Ψ	22,327,36
Contingencies		2.959.188		20,432,030		21,043,073		21,077,043		22,027,00
Subtotal - Current Operations	\$	110,240,722	\$	113,877,352	\$	120,521,527	\$	124,300,639	\$	128,189,09
Operating Expenditures - New Facilities										
Personal Services								9,897,121		34,364,25
Operations	-						_	3,029,450	A	8,460.93
Subtotal - New Facility Operations							\$	12,926,571	\$	42,825,19
Total Operating Espenditures	\$	110,240,722	\$	113,877,352	\$	120,521,527	\$	137,227,210	\$	171,014,28
Non-Recurring Expenditures										
ntegrated Crim. Justice Information System	\$	1,900,000	\$	3,000,000	\$	5,000,000	\$	8,000,000	\$	5,000,00
Other Information System Projects		1,064,025		1,500,000		1,500,000		1,500,000		1,500,00
Detention-Related Equipment		208,495	D.	250,000		257,500		265,225		273,18
Facility Start-up		1,423,378				28,000,000		13,000,000		-
Relocations		460,000		500,000		500,000		500,000		-
Facility Major Maintenance		5.390.000	•	12.064.000		7.635.000		4.155.000		935.00
Total Non-Recurring	\$	10,445,898	\$	17,314,000	\$	42,892,500	\$	27,420,225	\$	7,708,18
Transfer to Capital Projects Fund	\$	103,034,318	\$	70,000,000	\$	75,000,000	\$	86,467,842	\$	82,617,45
Total Uses	\$	223,720,938	\$	201,191,352	\$	238,414,027	\$	251,115,277	\$	261,339,91
Projected Surplus/Deficit:	\$	(18,147,216)	¢	8,946,474	\$	(8,275,453)	¢	(671,021)	•	
Tojecteu Surpius/Dencit.	φ	(10,147,210)	φ	0,940,474	φ	(0,273,433)	φ	(071,021)	φ	_
Inreserved Fund Balance:	Φ.	10 147 040	•		ф.	0.040.474	ው	674 004	¢.	
Beginning Fund Balance Projected Surplus/Deficit	\$	18,147,216 (18,147,216)	Ф	- 8,946,474	\$	8,946,474 (8,275,453)	Ф	671,021 (671,021)	Ф	-
Projected Surplus/Deficit Ending Fund Balance		(10,147,210) -		8,946,474 8,946,474		(8,275,453) 671,021		(07 1,UZ1) -		<u> </u>
				•		•				
DETENTION FUND-CAPITAL PROJECTS										
Sources of Funds: Transfers from Detention Operating Fund	Ф	103,034,318	¢	70.000.000	\$	75,000,000	\$	86,467,842	\$	82,617,45
Transiers from Detention Operating Fund			\$	70,000,000	\$	75,000,000	\$	86,467,842		82,617,45
					_		_			
Jses of Funds:	\$	69,618,279	\$	111,000,000	\$	148,500,000	\$	97,600,000	\$	18,000,00
Projected Surplus/Deficit:	\$	33,416,039	\$	(41,000,000)	\$	(73,500,000)	\$	(11,132,158)	\$	64,617,4
Inreserved Fund Balance:										
Beginning Balance	\$	92,216,119	\$	125,632,158	\$	84,632,158	\$	11,132,158	\$	-
Net Surplus/Deficit		33.416.039		(41.000.000)		(73.500.000)		(11,132,158)		64.617.45
Ending Balance	\$	125,632,158	\$	84,632,158	\$	11,132,158	\$		\$	64,617,45

			•••		•••	• • • • • • • • • • • •	•••		•••	
DETENTION FUND - Low Scenario		6		7		8		9		10
		FY 2005-06		FY 2006-07		FY 2007-08		FY 2008-09		FY 2009-10
DETENTION FUND-OPERATING										
Sources of Funds:	φ	107 451 000		100 707 000						
Jail Excise Tax Transfers In from Other Funds-Base MOE	\$	127,451,000		100,787,060						
Transfers In from Other Funds-Base MOE Transfers In from Other Funds-Abv Base MOE		119,820,689		136,290,262		150 500 014		202 702 050		206,976,396
Intergovernmental/Jail Per Diem		29.085.488		31.994.037		152,532,014		202,703,959 38.712.785		, ,
Totals	Ф.	276,357,177	Ф	269,071,359	Ф	35,193,441 187,725,455	¢		¢	42,584,064 249,560,460
Totals	Ф	270,337,177	Ф	209,071,359	Ф	107,725,455	Ф	241,410,744	Φ	249,360,460
Uses of Funds:							۹			
Operating Expenditures - Current Facilities										
Personal Services	\$	109,168,369	\$	112,567,187	\$	116,060,050	\$	119,648,841	\$	123,335,481
Operations	Ψ	22,997,181	Ψ	23,687,096	Ψ	24,397,709	Ψ	25,129,640	Ψ	25,883,529
Contingencies		22,007,101		20,007,000		21,001,100		20,120,010		20,000,020
Subtotal - Current Operations	\$	132,165,550	\$	136,254,283	\$	140,457,759	\$	144,778,481	\$	149,219,010
Subtotal Surrent Sperations	Ψ	102,100,000	Ψ	100,204,200	Ψ	140,407,700	Ψ	111,770,101	Ψ	140,210,010
Operating Expenditures - New Facilities									4	
Personal Services		55,148,243		72,274,873		79,487,655		82,566,584		85,719,957
Operations		11.479.581		12,000,914		12,531,511		13.071.679		13,621,493
Subtotal - New Facility Operations	\$	66,627,824	\$	84,275,787	\$	92,019,166	\$	95,638,263	\$	99,341,450
Subtotal - New Tacinty Operations	Ψ	00,027,024	Ψ	04,273,707	Ψ	92,019,100	Ψ	95,050,205	Ψ	99,541,450
Total Operating Espenditures	\$	198,793,374	\$	220,530,070	\$	232,476,925	\$	240,416,744	\$	248,560,460
Non-Recurring Expenditures										
Integrated Crim. Justice Information System	\$	2,100,000	Ф		\$		\$		\$	
	Ф		Ф	1 500 000	Ф	-	ıΦ	-	Ф	-
Other Information System Projects Detention-Related Equipment		1,500,000 281,377		1,500,000		-		-		-
		201,377		289,819				-		-
Facility Start-up Relocations		-				_		-		-
Facility Major Maintenance		1.000.000		1.000.000		1.000.000		1.000.000		1.000.000
Total Non-Recurring	\$		\$	2,789,819	\$	1,000,000	\$	1,000,000	\$	1,000,000
	φ.			2,709,019	·	1,000,000	·	1,000,000	·	1,000,000
Transfer to Capital Projects Fund	\$	72,682,426	\$	-	\$	-	\$	-	\$	-
Total Uses	\$	276,357,177	\$	223,319,889	\$	233,476,925	\$	241,416,744	\$	249,560,460
Projected Surplus/Deficit:	\$	-	\$	45,751,470	\$	(45,751,470)	\$	-	\$	-
Unreserved Fund Balance:										
Beginning Fund Balance	\$	-	\$	-	\$	45,751,470	\$	_	\$	_
Projected Surplus/Deficit	Ψ	-	Ψ	45,751,470	Ψ	(45,751,470)	Ψ	_	Ψ	_
Ending Fund Balance	-	-		45,751,470		-		-		-
DETENTION FUND-CAPITAL PROJECTS Sources of Funds:										
Transfers from Detention Operating Fund	Ф	72.682.426	¢	_	Ф	_	Ф	_	Ф	_
Totals	\$	72,682,426	\$	-	\$	-	\$	-	\$	-
Uses of Funds:	\$	-	\$	-	\$	-	\$	-	\$	-
Projected Surplus/Deficit:	\$	72,682,426	\$	-	\$	-	\$	-	\$	-
Unreserved Fund Balance:										
Beginning Balance	\$	64,617,452	\$	137,299,878	\$	137,299,878	\$	137,299,878	\$	137,299,878
gg										
Net Surplus/Deficit		72.682.426		-		-				

(excluding grants)		1		2		3		4		5
		FY 2000-01		FY 2001-02		FY 2002-03		FY 2003-04		FY 2004-05
Sources of Funds:										
Revenue:										
Highway User Revenue Funds	\$	73,976,250	\$	76,047,585	\$	78,100,870	\$	80,209,593	\$	82,295,043
State Shared VLT	•	3,823,750	•	3,988,328	•	4,418,072	•	4,597,446	•	5,017,19
Other Intergovernmental		5,670,314		5,840,423		6,015,636		6,196,105		6,381,98
Intergovernmental/CIP		21,286,000		14,117,000		11,383,400		9,868,800		9,369,60
Licenses and Permits		1,200,000		1,236,000		1,273,080		1,311,272		1,350,61
Fees & Charges		50,000		51,400		52,788		54,213		55,62
Interest		1,500,000		500,000		-		-		-
Miscellaneous		168,575		172,958		177,974		182,601		186,98
Total Sources	\$	107,674,889	\$	101,953,694	\$	101,421,820	\$	102,420,031	\$	104,657,04
Net Growth Rate	•	, ,	•	-5.31%	•	-0.52%	*	0.98%	*	2.18
Uses of Funds:									V	
Operating Expenditures:										
Wages and Salaries-Base	\$	17,790,890	\$	18,296,192	\$	18,758,755	\$	19,289,345	\$	19,777,07
Salary Adjustments		560,885		513,445	-	588,954		541,378		513,86
Employee Benefits		3,989,411		4,451,477		4,868,193		5,052,771		5,235,38
Supplies and Services		22,822,937		23,416,333		24,095,407		24,721,888		25,315,21
Capital Outlay		5,135,779		5,269,309		5,422,119		5,563,094		5,696,60
Total Operating	\$	50,299,902	\$	51,946,756	\$	53,733,429	\$	55,168,475	\$	56,538,14
Net Growth Rate				3.27%	-	3.44%		2.67%		2.48
. Tot Grown tale				0.2. 70		0,0		2.0.70		
Capital Project Expenditures:	\$	81,894,000	\$	70,585,000	\$	56,917,000	\$	49.344.000	\$	46,848,00
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Total Uses	\$	132,193,902	\$	122,531,756	\$	110,650,429	\$	104,512,475	\$	103,386,14
					-	, ,				
Projected Surplus/Deficit:	\$	(24,519,013)	\$	(20,578,062)	\$	(9,228,609)	\$	(2,092,444)	\$	1,270,89
	•	(,,,	•	() , , , , , , ,	•	(-, -,,	•	(, , , ,	•	, -,
Unreserved Fund Balance:										
Beginning Balance	\$	37,894,617	\$	13,375,604	\$	(7,202,458)	\$	(16,431,067)	\$	(18,523,51
Net Surplus/Deficit		(24,519,013)		(20,578,062)		(9,228,609)		(2,092,444)		1,270,89
Ending Balance	\$	13,375,604	\$	(7,202,458)	¢	(16,431,067)	ф	(18,523,511)	Ф	(17,252,61

(excluding grants)		6		7		8		9		10
		FY 2005-06		FY 2006-07		FY 2007-08		FY 2008-09		FY 2009-10
Sources of Funds:										
Revenue:										
Highway User Revenue Funds	\$	84,434,714	\$	86,630,016	\$	88,882,397	\$	91,193,339	\$	93,564,36
State Shared VLT		5,224,403		5,701,391		5,965,365		6,480,176		6,780,20
Other Intergovernmental		6,573,448		6,770,651		6,973,771		7,182,984		7,398,47
Intergovernmental/CIP		9,594,470		9,824,738		10,060,531		10,301,984		10,549,23
Licenses and Permits		1,391,129		1,432,863		1,475,849		1,520,124		1,565,72
Fees & Charges		57,069		58,553		60,075		61,637		63,23
Interest		-		-		-		-		-
Miscellaneous		191,471		196,066		200,772		205,591		210,52
Total Sources	\$	107,466,704	\$	110,614,278	\$	113,618,760	\$	116,945,835	\$	120,131,77
Net Growth Rate		2.68%		2.93%		2.72%		2.93%		2.72
Uses of Funds:										
Operating Expenditures:										
Wages and Salaries-Base	\$	20,240,016	\$	20,714,666	\$	21,200,427	\$	21,697,579	\$	22,206,38
Salary Adjustments		526,861		539,194		551,839		564,779		578,02
Employee Benefits		5,411,762		5,591,388		5,774,020		5,959,502		6,147,66
Supplies and Services		25,922,778		26,544,925		27,182,003		27,834,371		28,502,39
Capital Outlay		5,833,327		5,973,327		6,116,687		6,263,487		6,413,81
Total Operating	\$	57,934,745	\$	59,363,500	\$	60,824,975	\$	62,319,718	\$	63,848,28
Net Growth Rate		2.47%		2.47%		2.46%		2.46%		2.45
Capital Project Expenditures:	\$	47,972,352	\$	49,123,688	\$	50,302,657	\$	51,509,921	\$	52,746,15
, ,						, ,		, ,		
Total Uses	\$	105,907,097	\$	108,487,189	\$	111,127,632	\$	113,829,639	\$	116,594,44
	•	, ,	•	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	*	,,	*	,,	*	, , .
Projected Surplus/Deficit:	\$	1,559,607	\$	2,127,090	\$	2,491,128	\$	3,116,197	\$	3,537,33
Trojectou Gurpius, Benoit.	Ψ	1,000,007	Ψ	2,127,000	Ψ	2, 101, 120	Ψ	0,110,107	Ψ	0,007,00
Unreserved Fund Balance:										
Beginning Balance	\$	(17,252,615)	\$	(15,693,008)	\$	(13,565,918)	\$	(11,074,790)	\$	(7,958,59
Net Surplus/Deficit	Ψ	1,559,607	Ψ	2,127,090	Ψ	2,491,128	Ψ	3,116,197	Ψ	3,537,33
. 15. Surpido/ Bolloit		1,000,007		2,121,000		2,101,120		0,110,101		0,001,00

(excluding grants)		1		2		3		4		5
		FY 2000-01		FY 2001-02		FY 2002-03		FY 2003-04		FY 2004-05
Sources of Funds:										
Revenue:										
Highway User Revenue Funds	\$	73,976,250	\$	75,825,656	\$	77,645,472	\$	79,198,381	\$	80,782,34
State Shared VLT		3,823,750	·	3,857,962	·	4,230,349		4,350,311		4,504,71
Other Intergovernmental		5,670,314		5,840,423		6,015,636		6,196,105		6,381,98
Intergovernmental/CIP		21,286,000		14,117,000		11,383,400		9,868,800		9,369,60
Licenses and Permits		1,200,000		1,236,000		1,273,080		1,311,272		1,350,61
Fees & Charges		50,000		51,250		52,480		53,530		54,60
Interest		1,500,000		500,000		-		-		-
Miscellaneous		168,575		173,632		178,841		184,206		189,73
Total Sources	\$	107,674,889	\$	101,601,924	\$	100,779,258	\$	101,162,606	\$	102,633,59
Net Growth Rate		, ,	·	-5.64%	·	-0.81%		0.38%	·	1.45
Uses of Funds:									Y	
Operating Expenditures:										
Wages and Salaries-Base	\$	17,790,890	\$	18,296,192	\$	18,829,919	\$	19,378,804	\$	19,943,70
Salary Adjustments		560,885		592,437		609,263		627,036		645,31
Employee Benefits		3,989,411		4,451,477		4,876,021		5,062,611		5,253,71
Supplies and Services		22,822,937		23,507,625		24,212,854		24,939,239		25,687,41
Capital Outlay		5,135,779		5,289,852		5,448,548		5,612,004		5,780,36
Total Operating	\$	50,299,902	\$	52,137,583	\$	53,976,605	\$	55,619,696	\$	57,310,50
Net Growth Rate				3.65%		3.53%		3.04%		3.04
Capital Project Expenditures:	\$	81,894,000	\$	70,585,000	\$	56,917,000	\$	49,344,000	\$	46,848,00
Total Uses	\$	132,193,902	\$	122,722,583	\$	110,893,605	\$	104,963,696	\$	104,158,50
Projected Surplus/Deficit:	\$	(24,519,013)	\$	(21,120,659)	\$	(10,114,347)	\$	(3,801,090)	\$	(1,524,91
		•				,		•		
Unreserved Fund Balance:										
Beginning Balance	\$	37,894,617	\$	13,375,604	\$	(7,745,055)	\$	(17,859,402)	\$	(21,660,49
Net Surplus/Deficit	_	(24,519,013)		(21,120,659)		(10,114,347)		(3,801,090)		(1,524,91
Ending Balance	\$	13,375,604	\$	(7,745,055)	Φ	(17,859,402)	Ф	(21,660,492)	Ф	(23,185,41

(excluding grants)		6		7		8		9		10
		FY 2005-06		FY 2006-07		FY 2007-08		FY 2008-09		FY 2009-10
Sources of Funds:										
Revenue:										
Highway User Revenue Funds	\$	82,397,996	\$	84,045,956	\$	85,726,875	\$	87,441,413	\$	89,190,241
State Shared VLT		4,591,599		4,785,566		4,902,950		5,129,894		5,271,658
Other Intergovernmental		6,573,448		6,770,651		6,973,771		7,182,984		7,398,474
Intergovernmental/CIP		9,650,688		9,940,209		10,238,415		10,545,567		10,861,934
Licenses and Permits		1,391,129		1,432,863		1,475,849		1,520,124		1,565,728
Fees & Charges		55,692		56,806		57,942		59,101		60,283
Interest		-		-		-		-		-
Miscellaneous		195,425		201,287		207,326		213,546		219,952
Total Sources	\$	104,855,977	\$	107,233,338	\$	109,583,128	\$	112,092,629	\$	114,568,270
Net Growth Rate		2.17%		2.27%		2.19%		2.29%		2.219
Uses of Funds:										
Operating Expenditures:										
Wages and Salaries-Base	\$	20,525,066	\$	21,123,377	\$	21,739,129	\$	22,372,830	\$	23,025,004
Salary Adjustments		664,125		683,485		703,408		723,913		745,01
Employee Benefits		5,443,118		5,636,346		5,833,277		6,033,779		6,237,71
Supplies and Services		26,458,039		27,251,780		28,069,334		28,911,414		29,778,75
Capital Outlay		5,953,775		6,132,389		6,316,360		6,505,851		6,701,02
Total Operating	\$	59,044,124	\$	60,827,377	\$	62,661,509	\$	64,547,788	\$	66,487,513
Net Growth Rate		3.02%		3.02%		3.02%		3.01%		3.019
		5.52,75		3.02.11				2.2.7.		
Capital Project Expenditures:	\$	48,253,440	\$	49,701,043	\$	51,192,074	\$	52,727,837	\$	54,309,672
							-		-	
Total Uses	\$	107,297,564	\$	110,528,420	\$	113,853,583	\$	117,275,624	\$	120,797,18
Projected Surplus/Deficit:	\$	(2,441,586)	\$	(3,295,083)	\$	(4,270,455)	\$	(5,182,995)	\$	(6,228,91
	*	(=, : : :,550)	7	(2,233,330)	7	(-,= - 0, -00)	*	(=, = 5=, 550)	7	(=,===,==
Unreserved Fund Balance:										
Beginning Balance	\$	(23,185,410)	\$	(25,626,996)	\$	(28,922,079)	\$	(33,192,534)	\$	(38,375,53)
Net Surplus/Deficit		(2,441,586)		(3,295,083)		(4,270,455)		(5,182,995)		(6,228,91
Ending Balance	\$	(25,626,996)	ተ	(28,922,079)	Ф	(33,192,534)	φ	(38,375,530)	Φ	(44,604,44

FLOOD CONTROL DISTRI	CT - Ba	se Scena	ıri	0						
		1		2		3		4		5
		Y 2000-01		Y 2001-02		Y 2002-03		FY 2003-04		FY 2004-05
Sources of Funds:										
Revenue										
Property Taxes	\$	44,309,245	\$	44,814,218	\$	44,824,653	\$	44,849,024	\$	44,839,128
SRP Payments in Lieu of Taxes		195,971		178,802		170,295		157,980		152,915
Licenses and Permits		1,131,963		1,131,963		1,211,200		1,243,903		1,230,220
Intergovernmental		22,567,000		25,167,000		15,907,000		18,151,000		16,100,000
Interest		2,000,000		357,998		180,987		-		-
Miscellaneous		2,779,969		8,579,145		9,336,000		670,000		230,000
Total Sources	\$	72,984,148	\$	80,229,126	\$	71,630,135	\$	65,071,907	\$	62,552,263
Net Growth Rate				9.9%		-10.7%		-9.2%		-3.9%
Uses of Funds:										
Operating Expenditures:										
Wages and Salaries - Base	\$	6,899,929	\$	7,095,642	\$	7,275,040	\$	7,480,813	\$	7,669,964
Salary Adjustments	•	217,241	•	199,132	•	228,409	*	209,958	•	199,289
Employee Benefits		1,847,151		2,086,311		2,301,914		2,392,123		2,481,976
Supplies and Services		11,219,270		11,510,971		11,844,789		12,152,754		12,444,420
Capital Outlay		1,167,434		1,197,787		1,232,523		1,264,569		1,294,918
Total Operating	\$	21,351,025	\$	22,089,843	\$	22,882,674	\$	23,500,217	\$	24,090,568
Net Growth Rate				3.5%		3.6%		2.7%		2.5%
Capital Project Expenditures:	\$	67,929,802	\$	53,800,000	\$	52,330,000	\$	52,795,000	\$	51,965,000
Total Uses	\$	89,280,827	\$	75,889,843	\$	75,212,674	\$	76,295,217	\$	76,055,568
Net Growth Rate		- 1		-15.0%		-0.9%		1.4%		-0.3%
Projected Surplus/(Deficit):	\$	(16,296,679)	\$	4,339,283	\$	(3,582,539)	\$	(11,223,310)	\$	(13,503,30
Percent of Total Expenditures		-18.25%		5.72%		-4.76%		-14.71%		-17.759
Unreserved Fund Balance:										
Beginning Balance	\$	25,292,562	\$	8,995,883	\$	13,335,166	\$	9,752,627	\$	(1,470,683
Net Surplus/Deficit		(16,296,679)		4,339,283		(3,582,539)		(11,223,310)		(13,503,305
Ending Balance	\$	8,995,883	\$	13,335,166	\$	9,752,627	\$	(1,470,683)	\$	(14,973,988

		6		7		8		9		10
		FY 2005-06		FY 2006-07		FY 2007-08		FY 2008-09		FY 2009-10
Sources of Funds:										
Revenue										
Property Taxes	\$	44,848,685	\$	44,868,617	\$	44,857,730	\$	44,886,583	\$	44,880,719
SRP Payments in Lieu of Taxes		142,025		139,214		130,603		128,109		120,48
Licenses and Permits		1,262,206		1,295,023		1,328,694		1,363,240		1,398,684
Intergovernmental		14,100,000		14,400,000		14,800,000		15,200,000		15,600,000
Interest		- /				-		-		-
Miscellaneous		300,000		300,000		300,000		300,000		300,000
Total Sources	\$	60,652,916	\$	61,002,854	\$	61,417,027	\$	61,877,932	\$	62,299,884
Net Growth Rate		-3.0%		0.6%		0.7%		0.8%		0.7%
Uses of Funds:										
Operating Expenditures:										
Wages and Salaries - Base	\$	7,849,504	\$	8,033,583	Ф	8,221,971	Φ.	8,414,777	¢	8,612,104
Salary Adjustments	Ψ	204,328	Ψ	209,111	Ψ	214,015	Ψ	219,033	Ψ	224,170
Employee Benefits		2,568,895		2,657,362		2,747,257		2,838,494		2,930,976
Supplies and Services		12,743,086		13,048,920		13,362,094		13,682,784		14,011,17
Capital Outlay		1,325,996		1,357,820		1,390,408		1,423,778		1,457,948
Total Operating	\$	24,691,809	\$	25,306,796	\$		\$	26,578,867	\$	27,236,370
Net Growth Rate		2.5%		2.5%		2.5%		2.5%		2.5%
Capital Project Expenditures:	\$	53,212,160	\$	54,489,252	\$	55,796,994	\$	57,136,122	\$	58,507,389
Total Uses	\$	77,903,969	\$	79,796,048	\$	81,732,739	\$	83,714,988	\$	85,743,759
Net Growth Rate		2.4%		2.4%		2.4%		2.4%		2.4%
Projected Surplus/(Deficit):	\$	(17,251,053)	\$	(18,793,194)	\$	(20,315,713)	\$	(21,837,057)	\$	(23,443,875
Percent of Total Expenditures		-22.14%		-23.55%		-24.86%		-26.09%		-27.349
Unreserved Fund Balance:										
Beginning Balance	\$			(32,225,041)	\$	(51,018,235)	\$	(71,333,947)	\$	(93,171,004
Net Surplus/Deficit		(17,251,053)		(18,793,194)		(20,315,713)		(21,837,057)		(23,443,87
Ending Balance	\$	(32 225 041)	\$	(51 018 235)	\$	(71,333,947)	\$	(93 171 004)	\$	(116,614,879

		1		2		3		4		5
	<u>_</u>	Y 2000-01	F	Y 2001-02		Y 2002-03		FY 2003-04		FY 2004-05
Sources of Funds:										
Revenue										
Property Taxes	\$	44,309,245	\$	44,824,115	\$	44,824,783	\$	44,827,930	\$	44,836,933
SRP Payments in Lieu of Taxes		195,971		182,127		176,791		167,597		166,390
Licenses and Permits		1,131,963		1,112,720		1,079,338		1,025,371		921,986
Intergovernmental		22,567,000		25,167,000		15,907,000		18,151,000		16,100,000
Interest		2,000,000		357,998		180,987		-		=
Miscellaneous	_	2,779,969		8,579,145		9,336,000		670,000		230,000
Total Sources	\$	72,984,148	\$	80,223,105	\$	71,504,899	\$	64,841,898	\$	62,255,309
Net Growth Rate				9.9%		-10.9%		-9.3%		-4.0%
Uses of Funds:										
Operating Expenditures:										
Wages and Salaries - Base	\$	6,899,929	\$	7,095,642	\$	7,302,639	\$	7,515,509	\$	7,734,588
Salary Adjustments	Ψ	217,241	Ψ	229,768	Ψ	236,285	Ψ	243,178	Ψ	250,266
Employee Benefits		1,847,151		2,086,311		2,304,950		2,395,940		2,489,085
Supplies and Services		11,219,270		11,555,848		11,902,524		12,259,599		12,627,387
Capital Outlay		1,167,434		1,202,457		1,238,531		1,275,687		1,313,957
Total Operating	\$	21,351,025	\$	22,170,026	\$	22,984,928	\$	23,689,912	\$	24,415,284
Net Growth Rate				3.8%		3.7%		3.1%		3.1%
Capital Project Expenditures:	\$	67,929,802	\$	53,800,000	\$	52,330,000	\$	52,795,000	\$	51,965,000
Total Uses	\$	89,280,827	\$	75,970,026	\$	75,314,928	\$	76,484,912	\$	76,380,284
Net Growth Rate				-14.9%		-0.9%		1.6%		-0.1%
Projected Surplus/(Deficit):	\$	(16,296,679)	\$	4,253,079	\$	(3,810,029)	\$	(11,643,014)	\$	(14,124,97
Percent of Total Expenditures		-18.25%		5.60%		-5.06%		-15.22%		-18.499
Unreserved Fund Balance:										
Beginning Balance	\$	25,292,562	\$	8,995,883	\$	13,248,962	\$	9,438,933	\$	(2,204,08
Net Surplus/Deficit		(16,296,679)		4,253,079		(3,810,029)		(11,643,014)		(14,124,97
Ending Balance	\$	8,995,883	Ф	13,248,962	\$	9,438,933	Φ	(2,204,081)	Φ	(16,329,05

	. J LU	w Scena	110							
		6 FY 2005-06		7 FY 2006-07		8 FY 2007-08		9 FY 2008-09		10 FY 2009-10
	•	1 2000 00		1 2000 01		200. 00		2000 00		1 1 2000 10
Sources of Funds:										
Revenue										
Property Taxes	\$	44,836,895	\$	44,835,234	\$	44,848,857	\$	44,847,977	\$	44,848,742
SRP Payments in Lieu of Taxes		158,283		159,027		152,950		153,752		148,18
Licenses and Permits		940,426		959,234		978,419		997,987		1,017,94
Intergovernmental		14,100,000		14,400,000		14,800,000		15,200,000		15,600,00
Interest		-		-		-		-		-
Miscellaneous		300,000	_	300,000		300,000		300,000		300,000
Total Sources	\$	60,335,604	\$	60,653,495	\$	61,080,226	\$	61,499,716	\$	61,914,87
Net Growth Rate		-3.1%	,	0.5%		0.7%		0.7%		0.7%
Uses of Funds:										
Operating Expenditures:									4	
Wages and Salaries - Base	\$	7,960,053	\$	8,192,091	\$	8,430,892	\$	8,676,655	\$	8,929,58
Salary Adjustments	•	257,562	*	265,070	•	272,797	•	280,749	•	288,93
Employee Benefits		2,581,055		2,674,798		2,770,239		2,867,301		2,965,89
Supplies and Services		13,006,209		13,396,395		13,798,287		14,212,236		14,638,60
Capital Outlay		1,353,376		1,393,977		1,435,797		1,478,870		1,523,23
Total Operating	\$	25,158,255	\$	25,922,331	\$	26,708,011	\$	27,515,811	\$	28,346,252
Net Growth Rate		3.0%		3.0%		3.0%		3.0%		3.0%
Capital Project Expenditures:	\$	53,523,950	\$	55,129,669	\$	56,783,559	\$	58,487,065	\$	60,241,677
Total Uses	\$	78,682,205	\$	81,051,999	\$	83,491,570	\$	86,002,876	\$	88,587,93
Net Growth Rate		3.0%		3.0%		3.0%		3.0%		3.0%
D	•	(40.040.004)	•	(00.000.504)	•	(00.444.044)	•	(0.4.500.400)	•	(00.070.05
Projected Surplus/(Deficit): Percent of Total Expenditures	\$	(18,346,601) -23.32%		(20,398,504) -25.17%	\$	(22,411,344) -26.84%	\$	(24,503,160) -28.49%	\$	(26,673,05 -30.11
Handa J. Francis I.										
Unreserved Fund Balance:	•	(40,000,050)	•	(24 675 653)	φ.	(FF 074 404)	۴	(77 405 505)	ዽ	(404 000 00
Beginning Balance	\$	(16,329,056)	\$	(34,675,657)	\$	(55,074,161)	\$	(77,485,505)	\$	(101,988,66
Net Surplus/Deficit	=	(18,346,601)		(20,398,504)		(22,411,344)	_	(24,503,160)	_	(26,673,05
Ending Balance	\$	(34,675,657)	\$	(55,074,161)	\$	(77,485,505)	\$	(101,988,664)	\$	(128,661,71

(excludes grants)		1		2		3		4		5
	F	Y 2000-01	F	Y 2001-02		Y 2002-03		Y 2003-04		Y 2004-05
Source of Funds:										
Revenue										
Property Taxes	\$	8,789,518	\$	9,730,333	\$	10,169,540	\$	11,332,604	\$	11,862,198
Payments in Lieu of Taxes	Ψ.	203,203	Ψ	203,203	_	203,203	Ψ	208,487	*	213,490
Intergovernmental		24,000		24,000		24,000		24,000		24,000
Fees & Charges		221,000	4	227,188		233,322		239,622		245,852
Miscellaneous		280,000		287,280		295,611		303,297		310,576
Total Sources	\$	9,517,721	\$	10,472,004	\$	10,925,676	\$	12,108,010	\$	12,656,116
Net Growth Rate	•	3,311,		10.0%	•	4.3%	•	10.8%	•	4.5%
Not Growan Nate				10.070		4.070		10.070		4.070
Uses of Funds:									4	
Operating Expenditures										
Wages & Salaries - Base	\$	3,764,253	\$	4,051,766	\$	4,149,636	\$	4,267,137	\$	4,375,028
Salary Adjustments	•	319,139	·	108,636	·	130,426	•	119,759		113,677
Employee Benefits		833,598		949,130		1,035,412		1,074,390		1,112,878
Collection Development Materials		1,514,414		1,553,789		1,598,849		1,640,419		1,679,789
Other Supplies & Services		2,706,870		2,777,249		2,857,789		2,932,091		3,002,462
Capital Outlay		558,813		573,342		589,969		605,308		619,836
Total Uses	\$	9,697,087	\$	10,013,912	\$	10,362,081	\$	10,639,104	\$	10,903,668
Net Growth Rate				3.3%		3.5%		2.7%		2.5%
			-1							
			-1							
Projected Surplus/Deficit:	\$	(179,366)	\$	458,092	\$	563,596	\$	1,468,906	\$	1,752,448
Net Growth Rate		-114.07%		-355.40%		23.03%		160.63%		19.30%
Percent of Total Expenditures		-1.85%		4.57%		5.44%		13.81%		16.07%
Unreserved Fund Balance:										
Beginning Fund Balance	\$	5,872,526	\$	5,693,160	\$	6,151,252	\$	6,714,848	\$	8,183,754
Net Surplus/Deficit		(179,366)	_	458,092		563,596		1,468,906		1,752,448
Ending Balance	\$	5,693,160	\$	6,151,252	\$	6,714,848	\$	8,183,754	\$	9,936,202

(excludes grants)		6		7		8		9		10
		FY 2005-06	F	FY 2006-07		FY 2007-08		FY 2008-09		Y 2009-10
Source of Funds:										
Revenue										
Property Taxes	\$	13,273,717	\$	13,785,161	\$	15,129,444	\$	15,701,049	\$	17,071,409
Payments in Lieu of Taxes	Ψ	218,614	Ψ	223,861	Ψ	229,234	Ψ	_ 234,735	Ψ	240,369
Intergovernmental		24,000		24,000		24,000		24,000		24,000
Fees & Charges		252,244		258,802		265,531		272,435		279,518
Miscellaneous		318,030		325,663		333,479		341,482		349,678
Total Sources	\$	14,086,605	Ф	14,617,487	¢	15,981,688	\$	16,573,701	\$	17,964,974
	Φ		Φ		\$		Φ		Φ	
Net Growth Rate		11.3%		3.8%		9.3%		3.7%		8.4%
Uses of Funds:										
Operating Expenditures							_			
Wages & Salaries - Base	\$	4,477,439	\$	4,582,440	\$	4,689,898	\$	4,799,877	\$	4,912,435
Salary Adjustments		116,551		119,279		122,076		124,939		127,869
Employee Benefits		1,150,040		1,187,891		1,226,380		1,265,476		1,305,145
Collection Development Materials		1,720,104		1,761,386		1,803,659		1,846,947		1,891,274
Other Supplies & Services		3,074,521		3,148,309		3,223,869		3,301,241		3,380,471
Capital Outlay	_	634,712		649,945		665,543		681,517		697,873
Total Uses	\$	11,173,366	\$	11,449,249	\$	11,731,426	\$	12,019,997	\$	12,315,066
Net Growth Rate		2.5%		2.5%		2.5%		2.5%		2.5%
Projected Surplus/Deficit:	\$	2,913,239	\$	3,168,238	\$	4,250,262	\$	4,553,704	\$	5,649,908
Net Growth Rate		66.24%		8.75%		34.15%		7.14%		24.07%
Percent of Total Expenditures		26.07%		27.67%		36.23%		37.88%		45.88%
Unreserved Fund Balance:										
Beginning Fund Balance	\$	9,936,202	\$	12,849,441	\$	16,017,679	\$	20,267,941	\$	24,821,644
Net Surplus/Deficit		2,913,239	_	3,168,238		4,250,262	_	4,553,704	_	5,649,908
Ending Balance	\$	12,849,441	\$	16,017,679	\$	20,267,941	\$	24,821,644	\$	30,471,552
	Ψ	_,_,,,,,,,,	*	,,	*	_0,_0,,0,,1	Ψ	,0,0 . 1	Ψ	20, 1,002
			_							

(excludes grants)		1		2	3	4		5
	F	Y 2000-01		FY 2001-02	 FY 2002-03	 FY 2003-04		Y 2004-05
Source of Funds:								
Revenue								
Property Taxes	\$	8,789,518	\$	9,715,386	\$ 10,374,968	\$ 11,089,485	\$	11,634,618
Payments in Lieu of Taxes		203,203		203,203	203,203	209,300		215,579
Intergovernmental		24,000		24,000	24,000	24,000		24,000
Fees & Charges		221,000	4	226,525	231,962	236,601		241,333
Miscellaneous		280,000		288,400	297,052	305,964		315,142
Total Sources	\$	9,517,721	\$	10,457,514	\$ 11,131,185	\$ 11,865,349	\$	12,430,672
Net Growth Rate				9.9%	6.4%	6.6%		4.89
Uses of Funds:							4	
Operating Expenditures								
Wages & Salaries - Base	\$	3,764,253	\$	4,051,766	\$ 4,164,693	\$ 4,286,246	\$	4,411,187
Salary Adjustments		319,139		125,350	134,924	138,684		142,732
Employee Benefits		833,598		949,130	1,037,068	1,076,492		1,116,855
Collection Development Materials		1,514,414		1,559,846	1,606,642	1,654,841		1,704,486
Other Supplies & Services		2,706,870		2,788,076	2,871,718	2,957,870		3,046,606
Capital Outlay		558,813		575,577	592,845	610,630		628,949
Total Uses	\$	9,697,087	\$	10,049,746	\$ 10,407,890	\$ 10,724,763	\$	11,050,815
Net Growth Rate			П	3.6%	3.6%	3.0%		3.09
			-					
			-					
Projected Surplus/Deficit:	\$	(179,366)	\$	407,768	\$ 723,295	\$ 1,140,586	\$	1,379,857
Net Growth Rate		-117.23%	-	-327.34%	77.38%	57.69%		20.989
Percent of Total Expenditures		-1.85%	-	4.06%	6.95%	10.64%		12.499
			-					
Unreserved Fund Balance:								
Beginning Fund Balance	\$	5,872,526	\$	5,693,160	\$ 6,100,928	\$ 6,824,223	\$	7,964,810
Net Surplus/Deficit		(179,366)		407,768	723,295	1,140,586		1,379,857
Ending Balance	\$	5,693,160	\$	6,100,928	\$ 6,824,223	\$ 7,964,810	\$	9,344,666

(excludes grants)		6		7		8		9		10
		FY 2005-06		FY 2006-07		Y 2007-08		FY 2008-09		FY 2009-10
Source of Funds:										
Revenue										
Property Taxes	\$	13,233,817	\$	13,619,030	\$	14,321,898	\$	14,687,136	\$	15,310,420
Payments in Lieu of Taxes		222,046		228,707		235,568		242,636		249,915
Intergovernmental		24,000		24,000		24,000		24,000		24,000
Fees & Charges		246,160		251,083		256,104		261,226		266,451
Miscellaneous		324,597	_	334,335		344,365		354,696		365,336
Total Sources	\$	14,050,619	\$	14,457,154	\$	15,181,935	\$	15,569,694	\$	16,216,122
Net Growth Rate		13.0%		2.9%		5.0%		2.6%		4.2%
Uses of Funds:									4	
Operating Expenditures										
Wages & Salaries - Base	\$	4,539,774	\$	4,672,110	\$	4,808,303	\$	4,948,466	\$	5,092,716
Salary Adjustments		146,893		151,174		155,581		160,116		164,784
Employee Benefits		1,156,896		1,197,754		1,239,405		1,281,821		1,324,976
Collection Development Materials		1,755,621		1,808,290		1,862,538		1,918,414		1,975,967
Other Supplies & Services		3,138,004		3,232,144		3,329,109		3,428,982		3,531,851
Capital Outlay		647,817		667,252		687,270		707,888		729,124
Total Uses	\$	11,385,006	\$	11,728,724	\$	12,082,205	\$	12,445,688	\$	12,819,418
Net Growth Rate		3.0%		3.0%		3.0%		3.0%		3.0%
Projected Surplus/Deficit:	\$	2,665,613	\$	2,728,430	\$	3,099,730	\$	3,124,006	\$	3,396,705
Net Growth Rate		93.18%		2.36%		13.61%		0.78%		8.73%
Percent of Total Expenditures		23.41%		23.26%		25.66%		25.10%		26.50%
Unreserved Fund Balance:	•	0.044.000	_	40.040.000	^	44700745	^	47.000.400	~	00.000.47=
Beginning Fund Balance	\$	9,344,666	\$	12,010,280	\$	14,738,710	\$	17,838,439	\$	20,962,445
Net Surplus/Deficit	_	2,665,613	_	2,728,430	_	3,099,730	_	3,124,006	_	3,396,705
Ending Balance	\$	12,010,280	\$	14,738,710	\$	17,838,439	\$	20,962,445	\$	24,359,150

Performance Measures Strategy

In 2000, Maricopa County is fully engaged in Manage for Results. This initiative provides a standardized strategic planning process that integrates planning with budgeting and performance measurement. This effort will create powerful tools for making good business decisions and achieving department/agency and corporate goals and priorities.

To fully integrated Managing for Results there is a great deal of work in progress including:

- a complete redesign of the budget/accounting structure in order to capture costs at the activity level;
- a redesign of the performance management system standardizing the system and aligning every employee to activity results:
- development of a comprehensive data collection and reporting system and an enhanced performance audit function.

Managing for Results System

Managing for Results means that an entire organization, its management system, its employees and the organizational culture (beliefs, behavior and language) are focused on achieving results for the customer. Managing for Results provides direction for making good business decisions based on performance, and makes departments/agencies accountable for results.



Planning for Results

A well-executed plan promotes a common understanding of the department's/agency's overall direction and purpose so that individuals/employees can readily determine how their work, actions and behaviors support the strategic direction and business success. In Planning for Results, current and future trends are examined in terms of how they may affect the business, and strategic goals and operational results are developed to best manage anticipated challenges. Results are projected based on demand and internal capacity.

Budgeting for Results

Maricopa County is committed to developing a budget system that provides financial and performance information to help decision makers make good business decisions that achieve results. The County will use the operational structure developed in the Strategic Plan to structure financial planning and reporting for each Department. This ensures that the budget is driven by policy and customers' needs. Integrating Budgeting for Results with Strategic Planning is critical to creating an integrated management system where financial resources, policy, department operations and County staff are all aligned to achieve results.

Reporting Results

The County wants to be accountable to its residents by being able and willing to communicate what is and is not being achieved. The Strategic Plans, and the information generated by the Performance Measures, will make this possible. Information about results that are meaningful to residents will be in Department/Agency reports.

Evaluating Results

The integrity of the process and the information produced by the planning and budgeting systems are critical to the County's efforts in Managing for Results and to sustaining public support. The County is committed to building a system founded on accurate information.

Additional accountability and credibility is achieved by involving the Internal Audit Office in performance audits of Programs and Activities managed by Departments/Agencies. This involvement will speed the learning process and help Departments make adjustments accordingly.

One of the most powerful tools available to high performing organizations is the employee Performance Management System. Maricopa County uses this system to make it possible for employees to see how they contribute at the operational, departmental, and corporate levels. Performance Measures for Activities will be used to develop the performance standards for individual employees.

Accountability and credibility are motivators for Departments and Agencies to survey customers to identify whether their needs are being met. This endeavor has become a part of the County's management ethic and will continue to be expanded and enhanced in the future.

Decision Making

The County is committed to planning ahead to make the best business decisions possible concerning future use of its resources. This means making decisions that produce results that make a difference in people's lives and give taxpayers value for their money.

In order to make the best business decisions, citizens and County government need the highest quality of performance information available. The County's Resource Guide for Strategic Planning provides standardization for all departments and agencies to use in developing performance information that is clear and consistent for decision-makers and the public. Department Strategic Plans will provide the essential information for making policy and budget decisions that produce a high return on taxpayer dollars.

Information Technology Strategies

The Mission

We champion the transformation of Maricopa County into Information Age Government.

- We develop strategies and implement systems which enable the cross-agency synthesis, process enhancements and technical integration necessary to implement modern business practices.
- We propose solutions to maximize the benefits of IT for County government as a whole.
- We provide a collaborative framework for County-wide IT planning, budgeting, procurement and deployment.

The Prime Directives

The next generation of government at Maricopa County will be dramatically different as creative employees discover new ways to intelligently leverage technology and efficiently serve the public. The focus of all technology investment will be to achieve the following six major objectives:

- Lower the cost of delivering government services
- Simplify doing business with the County
- Accelerate key business processes
- Overcome geographic boundaries
- Enhance critical decision making
- Improve public perception

The Vision

A vision of tomorrow and leadership today is transforming Maricopa County into

Information Age Government



Working with the County is becoming easier as the Information Highway reaches out directly to citizens, partners and vendors. Accessing government information and services via the Internet is the preferred method of conducting business from the home or office.

Working within the County is becoming more efficient as widespread connectivity and data access breaks down barriers between government agencies and allows public servants to collaborate effectively. Internal Intranets are beginning to deliver useful information directly to employee workstations.

Enhance Business Models

County Personal Services Internal Department Services Paper / Phone-based Services Solid Department Boundaries 8 x 5 Service On-line Citizen Self-sufficiency
Department & Employee Self-sufficiency
Electronic Commerce
Flexible Public / Private Boundaries
7 x 24 Service

Convert to Digital Medium

Silo-bound Paper Processes Paper Archiving Videoconference Rooms Serial Comment & Approval Group Classroom Training Horizontal Digital Workflow & Forms
 Electronic Document Image Archives
 Desktop Video
 Concurrent Collaboration
 60% Real-time On-line / Video Training

Enable Mobile Workforce

Limited Dial-up Services
Discrete PDA/Pager/Cell Phone
Discrete Mail Systems
Facsimile Machines

Extensive Mobile Infrastructure
Integrated Remote Device
Integrated Voice, E-Mail & Publishing
Internet-directed Retrieval & Printing

Departmental Data Centers Insourced Technology Services Multiple Microcomputer Vendors

•

Increase Efficiency

Shared Service Bureaus External Service Providers Consolidated On-line Purchasing Portal

Discrete E-mail / Web / GIS / Image Discrete Resource Directories Discrete Office Equipment Integrate Systems

Integrated Desktop Services Universal Resource Directory Networked Office Devices

Goal 1: Sustain And Enhance Core Business Systems

Government to Citizen

On-line Services (partial list)

- Implement new <u>www.maricopa.gov</u> with portal emphasis
- Add on-line employment application
- Add new residential and commercial property data
- Add Justice Courts precinct look-up and case search
- Add Tier 2 Emergency Management information
- Add GIS products and information

Government to Business

Electronic Procurement

- Implement on-line electronic procurement processes
- Implement on-line vendor self-service capability
- Implement on-line bid submittal process

IT Procurement

- Provide on-line access to IT procurement information
- Enhance enterprise licensing and volume purchasing

Right of Way

Continue to issue new licenses to telecom carriers

Government to Government

Managing for Results (MFR)

Establish a County-wide MFR data warehouse

Administrative Systems

- Implement new County budget system (Adaytum)
- Establish direct access to financial data
- Implement County-wide Time Keeping System
- Implement County-wide Electronic Forms Library

Justice & Law Enforcement

- Continue to engage & advance J&LE business processes
- Enhance video systems utilization

Technology Partnership

Pursue outside agencies to migrate onto the County Smartzone 800mhz radio infrastructure

Government to Employee

Workflow

Develop and pilot simplified administrative process(es)

Technology Literacy

Execute staff and executive leadership programs

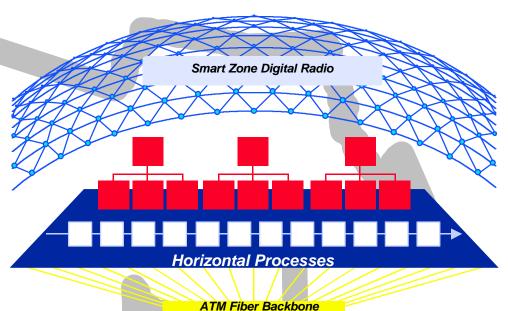
Goal 2: Build Infrastructure For Information Age Government

to extend and enhance on-line government processes

to enable improved business communication and collaboration

The foundation of **on-line government** is a technology infrastructure that surrounds public servants in an envelope of wireless and fiber-based services.

These electronic highways and workstation on-ramps will provide an integrated array of multi-media information to those conducting the business of government.



Key Objectives

Build Integrated Technical Infrastructure

Network Infrastructure

- Extend central telephone system to remote offices
- Add automatic call director (ACD) to central system
- Continue to upgrade County network bandwidth
- Continue to upgrade County teleworking infrastructure
- Continue to enhance County network security
- Continue to implement emerging wireless capabilities
- Continue to implement emerging desktop video capability
- Develop mobile data strategy for MCSO

PC/LAN Community

- Establish framework for a single enterprise directory
- Establish single County-wide naming conventions
- Establish a comprehensive virus protection program

GIS Community

Develop GIS Internet portal

Enterprise Workflow

Implement integrated County workflow infrastructure

Electronic Document Management

- Publish strategic plan and technology roadmap
- Coordinate departmental EDM efforts

Coordinate

Goal 3: Improve Technology Business Practices

... to enhance organization performance and employee morale

... to measure organization efficiency and effectiveness

The increasing velocity of technological innovation places significant demands on the business of technology management. As a result, the County will continue to develop modern IT management methods which are consistent with best industry practices.

		Decentralization
Department	Systems internal to a single	department
Community	Interdepartmental systems a	nd processes
Enterprise	Policies, standards, infrastru	cture, security

Leverage Centralization

The management framework for the governance of County technology is based upon a balanced, three-tier federated model.

Key Objectives

Improve Enterprise Coordination & Management

Geographic Information Systems

- Develop new governance policy
- Launch GIS Program Office
- Extend GIS technology deeper into County departments

Digital Signature

Coordinate and champion County deployment

Staffing & Retention

Develop County IT compensation data base

Establish Benchmark Program And Report:

Quality Metrics – Continue improvement via customer satisfaction surveys.

Efficiency Metrics – Continue development using external benchmark comparisons.

Cost Metrics – Continue development using external benchmark comparisons.

Ten Guiding Principles

12

The following principles will govern the deployment of County technology:

- Business processes will be simplified and redundant tasks eliminated <u>prior</u> to upgrading existing applications or implementing new systems. New methods will be thoroughly tested in pilot implementations prior to full-scale deployment.
- Commercially existing applications will be opted for over custom-built applications wherever possible, with County processes modified accordingly.
- Common applications systems will be deployed to perform the same function unless proof exists that a function must remain unique.
- Small incremental system improvements will be considered before investing in new, large systems.
- The infrastructure will be deployed so that the location of information resources is irrelevant.
- Data will be entered into the system only once, at the point of origin, and validated to provide safeguards and zero defects. Data definitions will be documented for information that is shared between business units.
- The enterprise-wide information systems that use the IT infrastructure will share resources effectively and efficiently through adoption of common standards.
- The infrastructure will integrate communications, computing and systems support functions automatically by means that do not require personal intervention, except in cases involving information security.
- Access to information will be controlled according to County security principles and in accordance with public records laws. Information assets will be protected from attack, sabotage and unauthorized disclosure.
- Business units at all levels are fully responsible for the costs and benefits of the information technology that they deploy. Their operations will employ the most cost-effective solutions that offer the most efficient information handling.

Justice and Law Enforcement Strategies

As one of the largest segments of County operations, the Justice and Law Enforcement arena has significant commitments to enhancing case processing. These efforts strive to resolve cases expeditiously to ensure the efficient administration of justice. In turn, this helps lessen the growth in the jail population, and maximizes staff and other resources throughout the system. While criminal cases represent only 21% of the total Superior Court caseload, the impact of these cases on the Sheriff's Office, County Attorney's Office, Indigent Representation and the Clerk of the Superior Court clearly warrant focused attention.

Many of the strategies for improving the justice and law enforcement system are embodied within either Proposition 400 (the jail tax initiative) or reengineering plans of the Superior Court. Please refer to the earlier Business Plan Update section for a detailed review of accomplishments as well as future strategies related to these initiatives. For your reference, the categories of these initiatives are repeated below. Additional major strategies dealing with improving the justice and law enforcement system are also noted below.

- Expand Juvenile And Adult Jail Capacity And Provide Related Facilities
- Maintain And Operate Adult And Juvenile Jail Facilities
- Implement An Integrated Criminal Justice Information System
- Develop Regional Centers For Courts Not-Of-Record And/Or Reduce Transports To Justice Of The Peace Courts
- Implement Differentiated Case Management
- Eliminate Unnecessary Court Proceedings
- Consolidate Criminal Divisions To A Common Location
- Expand Pretrial Release Supervision
- Enhance Substance Abuse Evaluation And Programming
- Expand Drug Court
- Expand Community Based Programs For Juveniles

Additional Superior Court (Criminal) Reengineering Initiatives

- Quad A pilot Morning Calendar re-engineering and re-structuring project
- Oversight of Case Transfer is ongoing
- Aggressive backlog reduction efforts
- Quad Coordinator positions
- Support plea cut-off dates to coincide with earlier initial pretrial conferences
- Expand Early Disposition Court (EDC)
- Utilize settlement conferences
- Pre-select juries for short Case Transfer trials and evaluate process
- Eliminate not guilty arraignments
- Improve presentence report process
- Bindover efficiency program
- Expedite mental health screens
- Y2K LEJIS to CMS conversion
- Increase/improve statistical and analytical reporting
- Implement "conflict free" attorney scheduling
- Develop/refine aged case reports
- Develop Integrated Criminal Justice Information System (ICJIS)
- Implement/expand video projects
- Implement electronic monitoring
- Review/reevaluate bail matrix.
- Revised Motion to Continue Process.

Clerk of the Superior Court Strategies

EDM Annual Business Strategy: This strategy is to invest in electronic document management technologies for court and administrative records, to reduce the need for file storage space, improve access to files, and reduce work processing time frames.

A consultant has been hired to assist in developing a phased master plan to acquire and implement an electronic document management system in all departments and locations of the Clerk's Office, and to develop the procurement method and documents to acquire the EDMS and implementation support. In addition to building upon the imaging initiative currently underway in the Probate Department by imaging all paper documents filed with the Superior Court, the EDMS will permit automated routing (workflow) and storage of these electronic images. Most importantly, this system will also provide the back-office automation required to implement electronic filing of Superior Court documents. The objective of the initial RFP is to hire a systems integrator who will develop the project plan to deliver and install the EDMS in its entirety.

Automated Distribution of Minute Entries: This strategy involves automating the distribution of minute entries to parties and agencies, thereby reducing costs associated with the manual, paper copy distribution, and enhancing service with an expedited distribution process.

The Minute Entry Electronic Distribution System (MEEDS) has been transitioned into a production system for criminal cases. The system prints copies of minute entries for all endorsees and automatically updates the ACS docket, replacing the manual effort formerly involved. A pilot has been instituted sending copies of minutes electronically to some court departments. After completing the pilot, minutes will be sent electronically to attorneys and parties. The next phase of the system will deploy MEEDS to other case types.

In the first quarter of the calendar year 2000, 37% of the 1,253,866 minute entry pages distributed for all case types were done electronically.

A similar project has been implemented at the Clerk's Juvenile Division with delinquency minute entries, in a continued effort of the Office's Electronic Document Management plan. In the first quarter of the calendar year 2000, 39% of minute entries for these juvenile cases (out of total 485,534 minute entry pages) were done so electronically.

Juvenile Court Strategies

In addition to initiatives underway related to Proposition 400 (see Business Plan Update section), the following are additional major strategies of Juvenile Court and Probation:

- Development and implementation of a family/crisis mediation program to expand community based programs for juveniles
- Implementation of school/community based truancy prevention programs
- Development of community based work contracts to support the Restitution Fund.

Capital Improvement Projects Strategies

Criminal Justice Facilities

New capital construction projects have one over-arching objective: to improve cost effectiveness in the delivery of County services. This can be accomplished by planning, financing, purchasing and/or constructing new facilities that will:

- reduce and/or eliminate the County's reliance on rental space and costly lease agreements;
- reduce the percentage of dollars utilized to support building operations;
- enable the County to reallocate limited taxpayer resources; and
- provide additional space to meet the challenges from the ever growing County population's need for services

The escalation in capital improvement plans that began with the FY 1999-00 Final Budget continues. Projected capital project expenditures for the coming fiscal year total \$297,672,452 which represents a 36.7% increase over last year's capital improvement budget of \$217,680,139. Over a billion dollars is anticipated in Maricopa County capital improvement expenditures in the coming five years.

Criminal Justice Facilities Projects, funded by a voter-approved sales tax (Jail Tax) passed in November 1998, comprise roughly twenty-five percent of planned expenditures. Capital improvement projects described in this section of the Business Plan fall into the following categories:

- ☑ Criminal Justice Facilities \$69,618,279
- General Government Projects 60,230,371
- Maricopa County Integrated Health System Projects 18,000,000
- Flood Control District 67,929,802
- Department of Transportation 81,894,000
- FY 1999-00 Budget \$297.672.452

- CS.

Details concerning specific projects and funding allocations can be found in the Capital Projects section of this document.

Real Property Parcel at Durango Site

This is approximately 62 acres of land located on the southwest quadrant of the Durango Complex, and is bordered on the south by Lower Buckeye Road and on the west by 35th Avenue. The Preliminary Durango Complex Master Plan, dated 5/10/99, prepared by the DLR Group for FMD suggests that future use of the land could include some of the following facilities: the new 1,865 bed adult jail complex complete with central services to support the entire adult and juvenile system (food factory, laundry, warehouse); a new MCSO Training Academy and a warehouse structure and surface and structured parking. A finalized master plan for this site may not occur during FY 1999-00.

Facility Replacement

As part of the new jails program, new juvenile detention facilities are proposed for the Durango Campus. New facilities and expansion area will necessitate the relocation of certain facilities. Funds from the FY 1999-00 budget have been used to retain consultants to prepare design and construction documents, bid, select a general contractor and start construction for the new facilities.

Adult And Juvenile Detention Facilities

Criminal Justice Facilitie's projects comprise the largest single share of the capital improvement plan with projections for expenditure of \$444,718,279 over the next five years. The greatest majority of jail tax expenditures will be for adult jails and juvenile detention centers. A programming study, based on the Jail Master Plan, was finalized in July 1999. The following projects are listed in the FY 2000-01 CIP:

4th Avenue Jail

This new downtown jail facility will house 1360 pre-trial maximum security inmates. It will be a mid-rise building designed to be architecturally compatible with existing buildings in the area. An underground tunnel will be constructed to connect this facility to the existing tunnel system between Madison Street Jail and First Avenue Jail. Construction will begin early summer CY 2001, and complete by the end of CY 2003. This facility is expected to cost \$127,000,000.

Jackson Street Garage

This design/build pilot project is currently underway. It is expected to accommodate 1800 vehicles, 800 of which are programmed for use of the new 4th Avenue Jail. The Clerk of the Court Service Center will be housed at this site. As such this project is funded from a combination of General Fund and Jail tax revenues. The total cost to the Jail Fund for this project is \$11,372,401. A contract has been awarded to D.L. Withers and construction will be completed by May 1, 2001.

Lower Buckeye Jail

This campus totals 805,000 square feet. It will provide over 1800 beds for maximum, medium, and minimum security, remanded juveniles, a psychiatric unit, and an infirmary. Administrative support offices for jail command and Correctional Health Services are also housed in this facility. This project will additionally provide central services for the entire MCSO system. These services include a food factory, central warehouse, central laundry, video visitation, inmate education, and library. Central Services construction will begin in early CY 2001 and complete by summer CY 2001. Construction of the detention portion of the project will begin late spring, CY 2001 and complete early summer CY 2003. This facility is expected to cost \$194,800,000.

Estrella Support Building

This support structure will provide dining, showers, toilet/lavatories, lockers, medical, religious and visitation services to tent inmates. It will reactivate two dormitories at Estrella Jail, which are currently being used for these purposes. This project began construction March 2000 and is expected to complete September 2000. This project will cost \$2,000,000.

Juvenile Detention and Courts

This project is located at two different sites. The Durango portion includes 220 new detention beds with ancillary support services such as education, visitation, recreation, intake, medical, and administration. A 480 bed residential treatment facility is also part of the project. Durango will additionally house a new 12-court Juvenile Courthouse, with support space for Juvenile Court Administration, Clerk of the Superior Court, County Attorney, Public Defender, and Probation. At the Southeast Facility in Mesa 120 beds will be added, with one courtroom addition, and a parking structure for 400 spaces. Construction for all juvenile projects will complete by late CY 2003. \$79,500,000 has been budgeted for these projects.

Retherm

All new facilities will require some type of food distribution system from the new food factory. Funding is being provided from the Jail Tax to provide adequate loading dock and storage capacity for the delivery system. A budget of \$18,700,000 has been established for the retherm.

Special Management Units

The Special Management Units are part of the 4th Avenue Jail and will provide 144 very high security cells. These cells are designed to protect both MCSO and the inmates housed at this jail.

General Government Facilities

Spur Cross Ranch

Through an intergovernmental agreement between Arizona State Parks Board and Maricopa County, this 2,250-acre tract of rugged Sonoran Desert that borders the Tonto National Forest near Cave Creek will be preserved as a natural preserve. The bill was signed by Governor Hull on May 3, 1999. Maricopa County will provide 50% of the funding using Federal Reimbursement Funds. A total of \$7.5 million has been earmarked for this purchase.

Medical Examiner Facility

This Forensic Sciences Center will be constructed on Jefferson Street in conjunction with the new Administrative Parking Garage. The Forensic Sciences Center will include both professional and administrative areas and the size has been increased to ensure adequate size to handle the county's record growth. The design of the structure is being completed by The Stichler Group. Construction is expected to be completed by July 2002 with an estimated total cost of \$16,946,338.

Clerk of the Court Service Center

The location and scope of this project was adjusted by the decision not to purchase an existing site for a Records Storage facility and the change in location for the Forensic Science Center. This Center will be constructed in conjunction with a new parking garage on Jackson Street that will service the 4th Avenue Jail (see Criminal Justice Facilities project descriptions). The Clerk of Superior Court will be located in this garage utilizing the approximately 115,000 square feet of space on first level below grade for record storage and locating their office space either on this same level or on a portion of the first floor. The site is located on the south side of West Jackson Street between Fifth Avenue and Seventh Avenue. The estimated total cost to the General Fund is \$15,658,440 with construction slated to be completed by May, 2001.

Relocation Of Scottsdale Justice Courts

This project was initiated in the Fiscal Year 1999/2000 Capital Improvement Plan in response to the City of Scottsdale notifying the County that the facilities being used for the County's Scottsdale Justice Court would no longer be available after December 11, 2000. At the time, the proposed remedy was considered temporary and \$600,000 was budgeted for one full size courtroom and one hearing room. The project has since expanded and will include renovation of 5,281 square feet of existing facilities and add 7,995 square feet to the Butherus building for a total of 13,275 square ft. The facility will house two full size courtrooms, approximately 1200 square feet each plus administrative areas, two small and one large holding cell areas and a constable's office. The facility will have a useful life of 10-15 years, be completed in late December 2000, and will serve one precinct at a total cost of \$2,600,000.

New Administration Building

The 2000/01 Fiscal Year Capital Improvement Plan includes \$7,851,000 in funding for the completion of land acquisition, design and initiation of construction for the new 500,000 square feet of office space in up to twenty-five stories to be located in the area bounded by Jefferson St., Jackson St., Fifth Ave. and Seventh Ave. The County will consolidate various county departments, some of which occupy costly leased space in various downtown office buildings, into this building. An architectural and project management services contract has been awarded for the project and anticipated occupancy is late summer, FY 2003-04. It is anticipated that Sixth Avenue will be abandoned and that Madison Street will be rerouted to satisfy the site development requirements. The total project cost from conception to completion is estimated to be \$96,705,000. This total represents an increase of \$32,605,000 from the prior year's Capital Improvement Plan as a result of new needs identified through additional programming.

New Administration Building Parking

As part of the proposed new administration building, additional parking will be required. The site for this structure will be shared with the new Medical Examiner Facility, described above. The garage is expected to hold 1,000 cars and will be completed in July 2002. The current budget for this project is \$11,314,190.

Public Health Facility

The public health facility located on Roosevelt is in critical need of updating. Plans for the project include a 150,000 square foot facility be built on the MIHS campus to house Public Health Administration, the Public Health Clinic and Environmental Services along with a 400-car parking facility. The cost of this project is estimated to be \$28,000,000 with completion by June 2002.

Mesa Justice Court Facility

Through an IGA with the City of Mesa, this project will co-locate four existing east valley Justice Courts into one building located in downtown Mesa. The project will be a three or four story building having 85,000 to 90,000 square feet. The Adult Probation group, which currently occupies approximately 27,000 square feet at 245 N. Centennial Way, will relocate to this building. Environmental Service offices will also be located here. Through

the IGA, the County will have access to an existing parking structure on the north side of the project. The City of Mesa currently owns the parking facility. FMD completed the programming phase this fiscal year, has issued an RFP, and has selected a design team. Funds budgeted in FY 1999-00 will cover design and completion of construction documents, plans review, necessary permitting, and construction bidding and award of construction contract. Construction is scheduled to begin in late FY 2000-01. The total project cost is estimated at \$15.60,000.

Regional Land Acquisitions

The acquisitions under consideration would be in conjunction with potential regional center sites. \$8,400,000 has been identified for this purpose.

Tempe Co-Located Justice Courts

Land was purchased in FY 1999-00 for a co-located justice court facility in the Tempe/South Scottsdale area for up to four courts. The two existing Tempe courts would be joined by the Chandler court and a new precinct yet to be created. The total budget for this project is 10,250,000.

Northeast and Northwest Co-Located Justice Courts

A co-located facility is planned for the North Scottsdale area, however at this time the number of courts and the specific area has not been determined. A second, similar co-located facility is planned for the northwest area. \$12,000,000 has been set aside for each of these projects.

Facilities Management Building 401 W. Jefferson

This project will result in the reconfiguration of approximately 52,000 square feet of shop and office space to allow for a fire protected records storage area and for changes to the façade of the building that will add 1,400 square feet of office space. Construction is expected to begin in August 2000 and will be complete within 180 days. The project will provide enough space to accommodate personnel and technological changes over the next five years.

Early Felony Processing Court Room Space in Jail

This project will entail configuring space in the new Jail to accommodate courtrooms for early felony disposition. At this time it has been determined that this is a court processing function and that jail tax funds should not be used.

Potential Future Projects in Reserve

These projects are listed for planning purposes. No programming has occurred and they are subject to the FRC review process. This list includes: Administration Building Renovation following relocations to the new Administration Building; a multi-purpose facility at the Durango site which will house non justice system departments currently occupying court house space; and the Southeast Regional Complex/Courtroom Buildout.

Maricopa Integrated Health System

In FY 1999-00 a master plan was completed for MIHS. The plan resulted in two major projects that are included in this year's CIP. The Comprehensive Health Care Clinic and the first floor of the Maricopa Medical Center will undergo substantial remodeling over the next two years which will cost \$40,000,000--\$22,000,000 for the clinic and \$18,000,000 for the hospital. (It is only by coincidence that these amounts match the estimated expenditures by fiscal year.) These projects will be funded by Certificates of Participation.

Comprehensive Health Clinic

In FY 2000-01, the second and third floors of the Comprehensive Health Care Clinic, currently used for storage, will be built out to increase and enhance services. Work on these two floors is expected to be complete by April 2001. Some of the services currently located on the first floor will be moved to the second and third floors and the first floor will then undergo remodeling that is expected to continue into FY 2001-02 and is budgeted accordingly. The clinic project will result in the number of exam rooms being increased and existing exam rooms being enlarged. The women's and the children's clinics will be enhanced as will the pharmacy. Additional chairs

will be added to the dialysis unit. These improvements are expected to yield a 5 - 10% increase in patients annually over the next five years.

Maricopa Medical Center

Comprehensive planning and design for the hospital first floor build out will take place in FY 2000-01 with the possibility of work commencing before fiscal year end. In FY 2001-02 the first floor of the Maricopa Medical Center will be reconfigured to accommodate expanded radiology services which includes the acquisition of an MRI. The emergency department will be remodeled and a second angio suite and a digitized radiology system will be added. In addition, the main entrance will be located from the north side of the building to the west side. The existing waiting rooms, none of which have been updated since the hospital was built, will be refurbished. Once these projects are complete, the conditions of the hospital and of the comprehensive health care clinic will be better aligned. These improvements are expected to bring these entities into the competitive market for paying customers.

Flood Control District

The Flood Control District's five-year Capital Improvement Program (CIP) is developed through a process of comprehensive planning and project prioritization. The planning portion is accomplished through the preparation of comprehensive regional studies and analyses such as Area Drainage Master Studies, Area Drainage Master Plans, Watercourse Master Plans, and Floodplain Delineation. These studies are then used to determine those locations in Maricopa County that are most at risk from potential flooding, and possible CIP projects that can mitigate this flooding.

Potential CIP projects are evaluated and prioritized using eleven weighted criteria.

Criteria	Possible Points	Focus
1 - 6	71 out of 100	Area, environment and amount of protection offered by project
7 – 11	29 out of 100	Partnering, cost and the operations and maintenance of completed project

Once the projects are prioritized they are placed in a queue to await the availability of CIP funds for design, right-of-way acquisition, and construction. If necessary, each potential CIP project undergoes a pre-design study which provides more detailed information about design and construction costs, land acquisitions, permitting and mitigation implications, and operations and maintenance requirements.

During the last decade, most of the District's CIP projects were carried out in the central metropolitan portion of the valley where the greatest amount of development had occurred and the area to be benefited from CIP projects was the greatest. Currently, the southeast valley is the focus of the District's efforts because it is experiencing the greatest growth and is expected to continue to do so over the next five or so years.

The District is now planning for projects in the north and west portions of the County because both the County and the Maricopa Association of Governments (MAG) project that these areas will experience the greatest growth over approximately the next ten to twenty years. The benefits of planning for CIP projects in the north and west portions of the County are:

- projects which precede development cost less
- projects can be more easily integrated into planned development
- projects not only protect against floods, but serve multiple functions to improve quality of life and thereby have greater use and benefit to the citizens of Maricopa County, and
- projects allow the District to fulfill its mandate of restoring and preserving the natural and beneficial uses of floodplains with the least amount of disruption to the lives of Maricopa County's citizens.

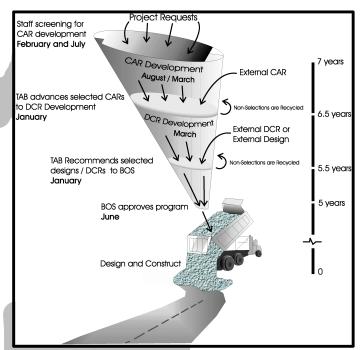
Planned expenditures for the FY 2000-01 Flood Control CIP total \$67,929,802.

Department of Transportation

The Department Of Transportation's Transportation Improvement Program (TIP) is the mechanism that translates future plans into tangible benefits for Maricopa County residents during the next five years. The challenge to provide the right transportation system, at the right time and at the right cost for the citizens of Maricopa County in the face of unprecedented growth requires both the vision to identify the most pressing needs and the flexibility to adapt the program annually to those changing needs.

In FY 2000-2001 the TIP strategies include:

- Focusing on long term needs and solutions through the transportation planning process to enhance the quality of life for Maricopa County residents.
- Continuing to build partnership with local agencies to insure the most cost effective use of County funds.
- Addressing the immediate needs in the Loop 303 corridor with construction of the Overpass at Grand Avenue and beginning construction to extend Loop 303 to Lake Pleasant Road.
- Working with west valley partners to identify the long term needs in the Loop 303 corridor.
- Paving 60+ miles of dirt roads over the next three years in response to the Environmental Protection Agency's mandate to reduce dust pollution.
- Improving traveler information by using Intelligent transportation systems technologies for better overall transportation management.



Project Selection

Project selection for the Transportation Improvement Program (TIP) begins with the Maricopa County Department of Transportation's (MCDOT) annual review of transportation needs. This is done by actively monitoring traffic volumes, accident locations and rates, pavement conditions, environmental concerns, and maintenance problems on all County roadways. Possible projects identified through this process are reviewed with other requests. Requests for projects are also coordinated with ongoing planning efforts of the cities and towns, as well as, state and federal agencies. Staff also considers comments, ideas, and requests for projects from the public.

Annually, staff reviews each of the County-identified or non-County requested projects or studies. Each project is then ranked using a 1-100 rating system, approved by the Transportation Advisory Board (TAB). The County also considers Candidate Assessment Reports (CAR), Design Concept Reports (DCR) and fully designed projects submitted by cities, towns or other agencies. A CAR is a basic study that identifies the best possible alternatives to the problem, provides an estimated cost to complete the project and a schedule for completion. A DCR is a preliminary engineering study that provides much more detail than a CAR concerning the best project alternative, its proposed cost and schedule.

Any city, town, or other government agency may submit a CAR, a DCR or fully designed project in lieu of a request. These studies are also ranked and considered for the TIP. Staff then matches available County funding with the already ranked and recommended projects.

Citizen Participation Program

Transportation staff receives public opinion concerning CARs or DCRs through a Countywide public involvement program. Staff makes a recommendation to the County's internal review committees when the public input process is complete. When staff has documented and considered all the comments the process is complete.

Internal Review Committees

The ranked project requests, CARs and DCRs are presented to the County's TIP Project Review Committee (PRC). This committee consists of staff from each MCDOT division. The TIP Committee recommends projects that should advance to the next level of development. The Committee's recommendations are forwarded to the Project Review Committee (PRC). The PRC consists of various MCDOT division heads. Final recommendations are then forwarded to the TAB. Under normal conditions, the staff recommends only the highest ranked project requests for further study or funding.

Determining Priorities

The County uses a weighted 1-100 scoring system for comparing project requests, CARs, DCRs or designed projects. MCDOT created the project ranking system to comply with the mission, vision and objectives of the County. The system was also designed to carry out the adopted Comprehensive Plan and the Transportation System Plan. In addition, staff may consider public comments, planning goals, and other non-numeric factors.

Commitment To Programmed Projects

The TIP is based on a commitment to complete projects in two phases, development and construction. Each year projects with completed DCRs are added to the new TIP in either phase. Projects already in the program are reviewed each year to see if they are ready to progress to the next TIP phase. MCDOT is committed to expediting projects through the entire process. A project may be moved ahead, delayed, or on occasion, deleted from the TIP as the situation dictates.

Tip Project Selection Process

New TIP projects are selected using the previously described process. This process saves time for jurisdictions that submit completed CARs, DCRs or fully designed projects. Throughout the year, MCDOT ranks initial project requests for consideration to conduct CARs. Staff then includes all completed CARs, DCRs or designed projects in the project pool. If a project doesn't progress to the next phase within three years, the applicant must resubmit it

Specific Criteria Used In Ranking Tip Projects In Order Of Importance:

25 points: Safety: Accident rate, accident severity cost, roadway configuration and pavement condition

25 points: Current and future traffic congestion

20 points: Benefit/cost ratio (must be a positive value to receive points)

15 points: Compliance with the Comprehensive Plan and Transportation System Plan, percent of regional travel

on the roadway and environmental factors

15 points: Joint sponsorship includes the financial commitment to the project by a local governmental agency

5 points: Bonus points for including intelligent transportation system, pedestrian, bikeway, transit, and

environmental components to the project

Factors That Might Cause A Project To Be Rescheduled Or Deleted From The Tip:

Altered transportation needs

Emergencies or other developments that might alter traffic patterns

Right-of-way considerations

Issues surrounding agreements between principal jurisdictions

Environmental or archaeological factors that influence the final design

Changing land use patterns

Projects May Be Accelerated As Favorable Conditions Arise, Such As:

- Additional or new funding received by the County (increased revenue, grant sources or partnerships)
- Altered transportation needs
- Emergencies
- Cooperation with other jurisdictions
- Changing land use patterns
- Recreational use

Planned expenditures from the FY 2000-2001 budget for the Transportation TIP total \$81,894,000.

Community Service Strategies

The Community Services Agency plan is to reduce net impact to the County's general fund for all department operations by 5% annually, by utilizing partnerships, better financial planning, improved revenue collections, team building and the development of strategic plans and performance measures through the Managing for Results Project. The agency departments will continue to partner on common goals and objectives, space planning needs, satellite offices, teleworking, and explore the development of the County's first "virtually private agency".

Community Development

Community Development provides oversight to Community Development Block Grant (CDBG) activities within the Urban County. The United States Department of Housing and Urban Development (HUD) funds the CDBG. The incorporated and unincorporated communities of the Urban County are not eligible to receive CDBG funding except through the County. Community Development requires these communities to provide in-kind administration effort for the CDBG activities.

Community Development has been designated the lead agency for the Maricopa HOME Consortium and, as such, will continue to provide leadership and administrative oversight for the HOME Consortium. The HOME Consortium is a voluntary association of governments for the purpose of being eligible to receive federal HOME funds from (HUD). The County's partners are the communities of Chandler, Gilbert, Glendale, Mesa, Peoria, Scottsdale, and Tempe. The Consortium receives approximately \$4 million of HUD HOME Program funding annually for the creation of affordable permanent housing for the low to moderate-income population. Without the partnership, the individual members of the Consortium would not be eligible for funding. Administrative tasks and costs are fairly divided among the communities and the lead agency as outlined in the individual Intergovernmental Agreements forming the Consortium. The County receives 4% of each community's grant for providing overall administration and oversight.

Housing

The Maricopa County Housing Department takes pride in its ability to operate its programs outside of the General Fund. 100% of Housing's funds come from HUD grants designated for low-income families to receive rental assistance. The Department has reached most performance goals under HUD's rating systems and now must concentrate on increasing the affordable housing inventory Countywide. The department will be constructing 120 apartments in Avondale next year with the approval of Low Income Housing Tax Credits from the State Department of Commerce. This will replace forty public housing units that were demolished in 1999. The unit mix will include elderly and large families with amenities including a day care center on site, volleyball courts, and a pool. First-time homeownership opportunities will also be targeted from our existing inventory of single-family homes.

The next year promises to be full of activity as the Department looks into creating a Housing Board to deal with the myriad of housing issues affecting this rapid-growth County. In addition, modernization efforts will continue at each of our public housing sites bringing them closer to market in terms of management, amenities offered and maintenance. The Department will continue looking for better ways to serve our customers via surveys and afteruse evaluations.

Library District

The Library District continues to meet its mission of serving the unserved and underserved in Maricopa County by directly providing services and by partnering with local communities. Currently, the District is working with two communities that are constructing new buildings for the District to operate. The Guadalupe Branch will be moving into a new shared facility in August of 2000, and the new Fountain Hills Branch facility will be ready for occupancy in March 2001. Renovations at the North Central Regional Library are underway and, when finished, will provide a more functional and efficient building which will complement the reduced staffing levels, while providing better access to our customers.

Discussions are continuing on a possible new joint-use facility in Aguila and negotiations are still underway for the proposed new Northwest Regional Library in Surprise. In all of these cases, except the North Central Regional Library, the communities are constructing the new buildings to house libraries that will be operated by the Library District. Plans are also underway for a facility in Anthem, to be built by Del Webb, and for a Southwest Regional Library in the Avondale/Goodyear area. Use of the District continues to increase with over 2 million items being loaned in the current year, and over 3.5 million hits per month on our web page. We expect circulation and home page usage to continue their current upward trend. A new Library District Home Page will be on line by September 2000. Youth Services has been one of the strongest activities the District supports with our participation in the first County-wide Summer Reading Program and September 2000 "OZ Festival" celebrating the 100th anniversary of the publication of "The Wizard of Oz."

Installation of additional public access computers both for access to the District's expanding electronic resources and the Internet will continue with the goal of one computer per 750 sq. ft. The District will be offering books in electronic format for our customers and e-books in a hand-held reader format.

Parks and Recreation

All parks are seeing an increase in revenue from general park use and all parks and recreation areas are experiencing an increased demand from special event promoters to introduce athletic and social events to the regional park system. The continuing goal is to review carefully each request to ensure that it is compatible with the facilities, the activity schedule in each park, and the environment. Each Park Supervisor is striving to increase activity and public exposure that will not damage the desert or the habitants of their park. The Parks & Recreation Department also plans to implement an automated fee pay system. This system will replace the current honor system. It will allow the users to receive change for larger bills and allow the use of credit cards. This system will improve service to the users and increase the security of cash collections and staff. The increased compliance will result in increased revenues.

Public Fiduciary

The Public Fiduciary's Office serves in a position of trust to protect Maricopa County citizens in need of guardianship, conservatorship, and decedent services. The 33 staff members of the Public Fiduciary's Office have over 400 years of combined experience. 20 staff members are certified by the Arizona Fiduciary Certification Program and 13 staff members are certified by the National Guardianship Foundation. The office provides a spectrum of mandated services that includes asset management, guardian services, legal coordination, investigations, and burial services. The office frequently assists the court in recovery actions involving financial exploitation of vulnerable adults. The office productivity continued to improve in the last year. Revenue collection increased 15%. The timeliness in court filings was 97.55% with an error rate of less than 1%. The office has been progressive with the use of imaging and most of its internal functions are online. The gainsharing program has resulted in increased revenues of \$254,000 in the last two years. The overall customer satisfaction rating for the office exceeds 92%.

Stadium District

The Stadium District continues to increase revenue through a wide diversity of District Events. Revenue generated from these events is currently in excess of half a million dollars per year. The Stadium District has one

of the highest revenue deals with the lowest maintenance and repair obligations of any stadium in the nation. The Stadium District continues to enhance and promote Cactus League Spring Training in Maricopa County through prudent Debt Service Management and fiscal resource support.

Planning and Development

The Planning Department continues its mission as the lead agency in the recently implemented One Stop Shop program. The department has been very active by relocating to a larger facility, employing a new permitting system and increasing staff to provide increased service to our customers. The department continues to strive to meet permit review time goals of 1-2 weeks and is well on its way by increasing staff and implementing formal training procedures.

The state legislature has also been keeping the Planning and Development Department busy with the passing of Growing Smarter Plus legislation. The department will be implementing the new state requirements this upcoming year as well as apprising the Board of Supervisors of the many statutes they may wish to implement from a land use perspective.

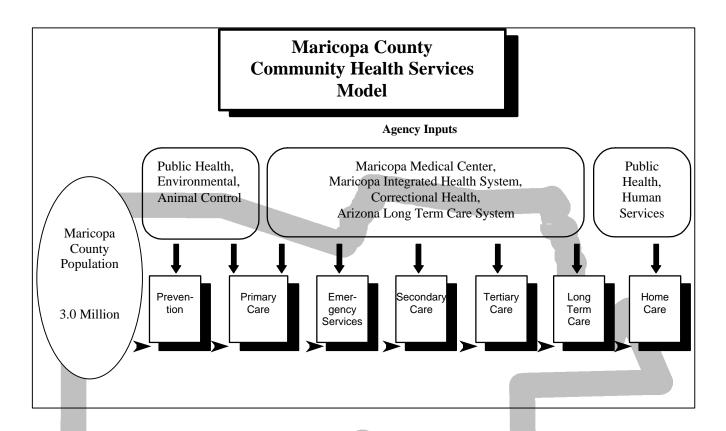
Community Health Strategies

Maricopa County is responsible, under State law, to carry out several functions relating to the health of people who live in Maricopa County. The County is mandated to maintain a database of several health measures (such as births and deaths), assess the risk of injury, illness and death in the community, develop and implement programs to reduce these risks, and assure the community that efforts to protect the health status of the community are appropriate, effective and efficient. The County also has the responsibility to assure access to care for those who are indigent or without the ability to pay for medical services.

Several agencies are supported by the Maricopa County government to fulfill these mandates, including the Animal Control, Correctional Health, Environmental Services, Human Services, Medical Examiner, Maricopa Integrated Health System, and Public Health Departments. Together, these organizations provide:

- Primary preventive services such as HeadStart, HIV prevention, and control of animals.
- Ambulatory care for special medical needs, such as tuberculosis control.
- Determination and tracking of disease, birth and death data such as birth records and determinations of causes of death.
- Primary care for special populations, such as medical care for the homeless and inmates.
- Primary, secondary, and tertiary medical care for the medically indigent.
- Long term nursing home care for populations unable to pay for the service.

These functions and their relationships are shown below.



Risks

The risks facing Maricopa County in the next decade fall into two distinct categories. First, problems directly associated with population growth and density are expected to increase. Second, Maricopa County is at risk from both natural and man-made disasters.

The problems associated with growth have many sources. Stress from moving, new employment, unemployment, cultural change, and the disruption in usual modes of communication take their toll in ways as diverse as road rage, vehicular trauma, domestic and child violence, homicide, suicide, an increase in sexually transmitted diseases, outbreaks of infectious diseases in vulnerable populations and increases in heart disease, stroke, and cancer. In Maricopa County, violence and trauma are rising, as are several infectious diseases, (e.g. syphilis and food borne illness).

People come to Maricopa County for jobs. Often these jobs do not provide adequate health care benefits. This lack of access to health care, especially in low income working populations, constitutes another risk to the County. With inadequate health care access, treatable illness goes untreated; becoming a threat to others, and resulting in a major expense when the individual finally seeks help in a local emergency room. These low income uninsured populations are growing more rapidly than the County as a whole, placing an increasing burden on the public sector and on the emergency service element of the Community Health System.

Disasters are the second great risk facing this community. Natural cataclysms are rare, but they do occur --floods, wind storms, mountain brush fires. Man-made calamities, also rare, pose a significant threat. With Sky Harbor Airport, the 5th busiest airport in the nation, the chance of a major crash always exists. A plane crash into one of the downtown sports arenas would compound the situation. The several interstates criss-crossing the County have experienced multiple crash trauma; the really big one, with several large trucks crushing scores of cars resulting in large scale injury and death, is waiting to happen. An event at the Palo Verde atomic energy plant is always possible. Train derailments, toxic spills and chemical contamination of air or water from local industry must also be considered.

In the realm of man-made disasters, nothing is as frightening as organized terrorism: chemical, nuclear, or biologic. Phoenix and Maricopa County could be targets. The most difficult terrorist attack to manage may be that of a bio-terrorist placing of some lethal microbe into the food, water, or air system. Developing a disease surveillance system that will allow the health department to identify the problem and intervene as quickly as possible is the prime goal for the Community Health System.

As Maricopa County grows into the future, risks and opportunities abound. The Community Health System in the County is struggling to be prepared for the future.

The Health and Human Services System

The Health and Human Services Collaboration group, made up of the Departments of Public Health, Environmental Services, Correctional Health Services, Medical Examiner, Animal Control, and Human Services, operate as a group to improve the health status of the County. The populations each serve overlap, as do their functions. In working together, the health and human service agencies collaborate to solve common problems. For example, Public Health and Environmental Services are building a common system to identify food and water borne illness to quickly prevent their spread and limiting the number of cases in any outbreak. Public Health and Correctional Health have a common system to identify chronic illness and reduce the incidence of sexually transmitted diseases and tuberculosis. Animal Control and Public Health will expand County efforts to educate the population on ways to reduce the risk of dog bites, animal abuse and the euthenizing of unwanted animals. The Medical Examiner's Office and the Public Health Office of Vital Records work closely to improve death reporting and the causes of mortality in the County.

All of the members of the Health and Human Services Constellation, working with common populations and communities, will expand early childhood education opportunities, expand the health education and prevention programs and study ways to increase job development and training in health fields.

Maricopa County is growing rapidly, increasing its population by nearly 80,000 people annually. The Community Health System whose mission is to meet the diverse needs of the County population is struggling to develop the resources to serve the expansion. Each year the number of infectious diseases rise, the uninsured increase, more children need to be immunized, and more dogs and cats must be placed for adoption. Our growth increases problems of air and water pollution, the amount of food borne illness, the number of deaths that must be investigated by the Medical Examiner and the number of prisoners who must be housed, fed, and provided health care and preventive services.

Community Health Status

A complete discussion of the changing dimensions of births, deaths, and disease in Maricopa County has recently been published in the Maricopa County Health Status Report. This document is available on the Maricopa County Department of Public Health website.

Several highlights are significant. Births, deaths, and morbidity are differentially distributed across the County. Some areas have high rates, others lower rates; race, class, ethnic background and age are all important risk variables. Several problems, including domestic violence, diabetes in certain groups, pregnancy in unwed women, homicide in young males, are growing; but County resources assigned to their resolution are limited.

Epidemic problems continue: measles entered Maricopa County in 1998, initiating a major public health response. This effort was successful, as no cases have been reported since 1999. The Hepatitis A epidemic of 1997-98 has now abated and is being controlled through implementation of a public health rule that requires children to be vaccinated prior to entering day care. The fiscal year budgets of 2000 and 2001 have added resources from Federal, State and local sources to deal with these health problems.

Management of the most frequent causes of death, heart disease, cancer, stroke, diabetes and injuries will continue to be a medical care issue well into the future. The goal of the Community Health System is to change the behaviors that lead to these diseases: tobacco use, alcohol abuse, inadequate nutrition, lack of exercise, and the failure to control hypertension and diabetes in their earliest stages.

The Future

In the next century, the Community Health System will shift its orientation from centrally provided clinical services to the poor and uninsured, to a regionally distributed menu of services, including clinical, epidemiologic, preventive, and educational. The service mix will continue to include clinical care for TB, STDs, HIV/AIDS, childhood immunizations and maternal and childhood nutrition services. Epidemiologic surveillance will expand to assure the population that the County will identify outbreaks of disease at the earliest possible moment; surveillance activities for injury control, violence abuse, and early mental health problems will also be enhanced. Health educational services, training programs, collaborative efforts with the private health sector for early diagnosis and intervention will become major programs for the Community Health System of the future.

Improving the health of the population will include enlarged programs to improve air and water quality, to lower the risk of food, water and other environmental factors which cause illness. As the County grows, animal control issues will continue to expand, but, with the expansion of pet adoption shelters in new communities, the rate of euthanasia (which is now 18 per 1000) will decline toward the five year goal of 10 per 1000. An expansion of dog bite prevention programs, animal adoption programs and programs to reduce animal abuse are all part of the Community Health System future. Regional dog pounds are being developed in collaboration with the private sector.

To pay for the expansion and regionalization of all the programs within the Community Health System, the departments will expand their ability to charge fees for the specific services they provide. Public Health, Environmental Services, Animal Control, and the Medical Examiner all charge fees, and are considering reevaluation of current fee levels.

Animal Control

Promote and protect the health and safety of pets and people in Maricopa County by:

- Promoting dog licensing
- Conducting rabies vaccination clinics
- Investigating and processing all reported animal bites
- Enforcing animal control ordinances in Maricopa County and all contract cities and towns

Correctional Health

Correctional Health Services provides health care to inmates and detainees in the Maricopa County Sheriff's Office and Juvenile Probation Office detention facilities consistent with State and Federal law. Provision of these services sustains the patient's general level of health while in the correctional facility, reduces the risk of adverse patient outcomes while incarcerated and contributes to the common health and well being when the inmate returns to the community.

Strategically, the Department's focus is on the following areas:

- Providing quality health care in compliance with licensure and accreditation standards
- Delivering timely, efficient, cost-effective health care
- Increasing continuity of care with community agencies, with an emphasis on patients with communicable diseases and chronic conditions
- Building patient self-sufficiency through patient education, again emphasizing patients with communicable diseases and chronic conditions

Environmental Services

Protect and improve quality of life through responsive and effective environmental management by:

- Insuring that food in eating and drinking establishments are protected from contamination
- Working hand-in-hand with the State, cities, towns and industry in the Valley to reduce air pollution
- Insuring that water supplies throughout the County are safe to drink
- Enforcing proper sewage disposal requirements

- Preventing vector borne diseases through insect and rodent eradication
- Enforcing general sanitation requirements at public establishments

Human Services

Help individuals, children, and families enhance their economic, social and physical well being by:

- Improving living conditions for low-income individuals and families through emergency rent/mortgage assistance, eviction prevention, weatherization programs, utility assistance and increased access to community resources
- Increasing access to employment, medical and social services for low-income, elderly and disabled individuals
- Providing employers with a qualified and professional workforce
- Assisting job seekers with employment and career planning by providing resources, educational courses and the programs they require to obtain employment
- Providing comprehensive educational, health and social services to low-income children (ages 0-5) and their families
- Enhancing parenting skills and increasing parental involvement in children's educational, social and physical development

Medical Examiner

Conduct complete and objective medicolegal investigations of unattended, violent, sudden, unexpected and suspicious deaths to determine the cause and manner of death, and to authorize the cremation of remains of deceased persons by:

- Completing postmortem examinations and, when applicable, collecting evidence, conducting toxicology analyses, examining microscopic slides of the tissues, obtaining medical histories, and other forensic and pathology methods to make a determination as to the cause and manner of death
- Producing a report of the findings
- Providing expert testimony in legal proceedings
- Gathering data and reporting public health and safety risks to appropriate agencies
- Authorizing the cremation of remains

Public Health

Promote, preserve and protect the health of people and communities by:

- Investigating infectious disease reports, including those for food borne illnesses (e.g. salmonella) and contagious diseases (e.g. measles)
- Reduce the proportion of unvaccinated children by increasing the number of immunizations at Public Health clinics and in the private sector
- Enrolling homeless persons in AHCCCS to help address the problems of homelessness
- Increasing food drafts received by women, infants, children and elderly
- Developing Phase III of the Health & Human Services Emergency Response Plan
- Reducing teen smoking by reaching new students with tobacco prevention and cessation programs
- Reducing childhood trauma by distributing car seats and bicycle helmets to parents of young children
- Eliminating crowding at Public Health facilities by expanding to new facilities in diverse communities

Maricopa Integrated Health System Strategies

FY 2000-01 Strategic Management Plan Summary

Caring for the community is the mission of Maricopa Integrated Health System (MIHS), which continues to evolve in order to provide a full spectrum of high quality, wellness oriented healthcare in an organized, cost sensitive and customer oriented academic environment. MIHS prides itself as the health care safety net for citizens of Maricopa County providing care through its integrated network consisting of Maricopa Medical Center, 13 Family Health Centers, and multiple Health Plans. MIHS is also recognized as a community leader for its special care areas including: the Arizona Burn Center, Level I Trauma and Emergency Center, Pediatric Intensive Care and Newborn Intensive Care units. MIHS continues to demonstrate growth and financial viability. Since January 1997, MIHS has successfully recovered from a tremendous operating deficit and is now a profitable health system. This strategic plan for fiscal year 01 has been set forth to achieve new standards in service line development and enhancement; governance; quality; revenue growth through special funding sources; academic training; employee satisfaction; and customer service. This executive summary is an overview of the essential strategies to achieve these goals.

Service Line Development and Enhancement

Several service lines have been targeted for development and/or enhancement during fiscal year 01. Successful completion of the plans that support each service line will improve services to the community and will strengthen the System's position as a leading provider of health services in Maricopa County.

- Enhancing geriatric care services will differentiate Maricopa Integrated Health System from other community providers. MIHS is working aggressively to attract and retain membership in Maricopa Long Term Care Plan, increase Medicare +Choice membership in our Maricopa Senior Select Plan, and grow traditional Medicare business.
- Over 60 percent of patients served through MIHS are women and children. Efforts continue to enhance wellness-oriented services to improve the health status of women and children, to increase growth in health plan enrollment, and to increase patient service volume.
- Enhancements to MIHS' Psychiatric/Behavioral Health product line, to include facility and service site initiatives, evaluation of new business opportunities and/or expansion of existing services, and review of reimbursement issues relative to psychiatric service lines will strengthen MIHS' role as a provider of behavioral health services within Maricopa County.
- Continued enhancement and development of community based ambulatory care services are critical to meet the needs of MIHS' women's, children's and geriatric populations throughout Maricopa County.

 Comprehensive plans to evolve ambulatory care through facility renovation and expansion, customer service enhancements and provider network design are essential to the future success of MIHS.

Governance

MIHS continues to assess governance structuring options that will serve to provide opportunities to strengthen the performance of the Enterprise while ensuring the County's fiscal stability.

Quality

MIHS' Quality of Care program continues to be a critical focus and will be enhanced by focusing on key initiatives that result in improved efficiencies, outcomes and perceptions.

Revenue Growth Through Special Funding Sources

MIHS will establish vehicles that are closely aligned with MIHS' Mission, Vision and Values to generate alternative funding to support MIHS initiatives by drawing upon new and enhanced relationships with closely aligned Foundations, expanding grant seeking activity within MIHS and pursuing attractive revenue contracts with 3rd party managed care/commercial payers.

Academic Training

MIHS continues to evolve its Residency Training Programs and build upon its reputation as a leader in the training of future medical providers with continued emphasis on the recruitment of top rated residents and faculty, accentuated participation in clinical research, and broad and aggressive promotion of the System, its Faculty and its Training Program.

Employee Satisfaction

Recruitment and retention of employees is an essential success factor in today's competitive environment. We will continue to position ourselves as the community's health care system "workplace of choice" by offering competitive wages, training, benefits and career growth.

Customer Service

Providing customer service training, monitoring continued process improvement and customer satisfaction surveys will enable MIHS to continue to position itself as the health system "Provider of Choice."

Employee and Human Resources Strategies

As Maricopa County continues its Managing for Results culture and initiatives Human Resources must redefine itself as a strategic and value-added partner. The first step is in clarifying the customer and the strategic business. This has been done in the new expression of mission:

The mission of the Maricopa County Human Resources Department is to provide leadership and human resources systems and programs to officials, departments and agencies so they can achieve their business results.

As department's human resources needs are redefined through their participation in Managing for Results, there will be fewer demands for transactional processing and greater demands for expert consulting. Changes in case law will increase exposure to liability and will likely cause greater demand for more sophisticated internal investigations and a greater demand for preventative education. The organization will require rethinking and redesign of the policies, procedures, programs and tools needed to fully integrate Managing for Results. Accurate data and information must be available to measure business results. In addition cost effective and paperless workflow solutions must be implemented. Continuing changes in the workforce and the County's business environment will make it increasingly challenging to offer a comprehensive and competitive compensation package. In order to face these issues, Human Resources has identified three strategic goals.

By June 2002, internal customers will report that HR services and delivery methods have been redefined and redesigned so that they meet the emerging business needs of the department.

By 2003, HR will have implemented a responsive, flexible and competitive total compensation and benefits program, managed within available resources, to reduce the number of employees leaving voluntarily.

By 2003, the Human Resources Department will demonstrate corporate leadership through performance consulting and innovative transactional support.

Legislative Strategies

The county legislative development process is currently ongoing. Departments countywide have been asked for what they perceive as necessary legislative changes, which, if approved for inclusion in the Maricopa County Board of Supervisors legislative package, would be considered in the 2001 First Regular Session of the Arizona Legislature. Research, meetings and coalition-building efforts will take place throughout the late summer and fall of 2000. The Board of Supervisors will then consider and approve a finalized 2001 legislative agenda. Legislative sponsorship will be sought for pre-filing of bills during November and December 2000. The Board has already identified several major legislative priorities for next session relating to counties' mandated health care responsibilities and further improving the operation of the county hospital. Legislatively, the provision of health care and the associated escalating costs continue to be a major area of focus for the Maricopa County Board of Supervisors.

The First Regular Session of the 45th Legislature opens on Monday, January 8, 2001. Term limit provisions will have kicked in for the first time since being passed by voters, and many brand-new members will be present. Many veteran and experienced legislators will be gone, or crossing the mall to the other legislative chamber, if they gain reelection. All leadership positions in both the House and Senate are being vigorously contested. A very important task for Maricopa County will be the education of new members and even existing members who continue to demonstrate a lack of familiarity with county issues and responsibilities. Our relationship with the State Legislature is an extremely important one, and our successes or failures there can make a great deal of difference in how well the County can serve and respond to the needs of its citizens.